

Cornell University
Announcements

1970-71



School of
Hotel Administration

CORNELL UNIVERSITY ANNOUNCEMENTS

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Cornell University

School of
Hotel Administration

1970-71

Programs leading to professional careers in the management of hotels, motels, restaurants, clubs, hospitals, and institutions generally, and in the design and layout of the equipment for them.

Cornell Academic Calendar

	1970-71*
Registration, new students	Th, Sept. 10
Registration, continuing and rejoining students	F, Sept. 11
Fall term instruction begins, 7:30 a.m.	M, Sept. 14
Instruction suspended for citizenship recess, 1:10 p.m.	S, Oct. 24
Instruction resumed, 7:30 a.m.	Th, Nov. 5
Thanksgiving Day, a holiday	Th, Nov. 26
Instruction suspended for Christmas recess, 4:30 p.m.	T, Dec. 22
Instruction resumed, 7:30 a.m.	M, Jan. 4
Fall term instruction ends, 1:10 p.m.	S, Jan. 9
Independent study period begins, 2:00 p.m.	S, Jan. 9
Final examinations begin	W, Jan. 13
Final examinations end	W, Jan. 20
Interession begins	Th, Jan. 21
Registration, new and rejoining students	Th, Jan. 28
Registration, continuing students	F, Jan. 29
Spring term instruction begins, 7:30 a.m.	M, Feb. 1
Spring recess:	
Instruction suspended, 1:10 p.m.	S, Mar. 27
Instruction resumed, 7:30 a.m.	M, Apr. 5
Spring term instruction ends, 1:10 p.m.	S, May 15
Independent study period begins	M, May 17
Final examinations begin	M, May 24
Final examinations end	T, June 1
Commencement Day	M, June 7

* The dates shown in the Academic Calendar are subject to change at any time by official action of Cornell University.

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The courses and curricula described in this *Announcement*, and the teaching personnel listed therein, are subject to change at any time by official action of Cornell University.



The School's Committee on Admissions meets frequently to make a careful selection of student applicants, whose requests have first been screened for qualifications by the University's Admissions Office. (Left to right) Mr. Clinton L. Rappole, Assistant Professors David C. Dunn and William Fisher, Dean Robert A. Beck, and Assistant Deans Paul L. Gaurnier and Gerald W. Lattin.

Correspondence Concerning . . .

The academic requirements for admission (see pp. 72-77) should be addressed to the Office of Admissions, Edmund Ezra Day Hall, Cornell University, Ithaca, New York 14850.

The personal requirements for admissions (see p. 74), specifically regarding interviews, should be addressed to the Admissions Committee, School of Hotel Administration, Statler Hall, Cornell University, Ithaca, New York 14850.

The program of the School, the content of courses, the requirements for graduation, and questions of financial aid to students should be addressed to the School of Hotel Administration, Statler Hall, Cornell University, Ithaca, New York 14850.

Credit against the practice requirement should be addressed to the Chairman, Practice Committee, Statler Hall, Cornell University, Ithaca, New York 14850.

University Administration

Dale R. Corson, President of the University
Robert A. Plane, University Provost
Mark Barlow, Jr., Vice President for Student Affairs
Lisle C. Carter, Jr., Vice Provost for Social and Environmental Studies
W. Donald Cooke, Vice Provost for Research
Lewis H. Durland, University Treasurer
W. Keith Kennedy, Vice Provost
Samuel A. Lawrence, Vice President for Administration
E. Hugh Luckey, Vice President for Medical Affairs
Thomas W. Mackesey, Vice President for Planning
Paul L. McKeegan, Director of the Budget
Robert D. Miller, Dean of the University Faculty
Steven Muller, Vice President for Public Affairs
Arthur H. Peterson, University Controller
Neal R. Stamp, Secretary of the Corporation and University Counsel

School of Hotel Administration

Robert A. Beck, Ph.D., Dean of the School of Hotel Administration; E. M. Statler Professor in Hotel Administration
Paul L. Gaurnier, M.S., Assistant Dean of the School of Hotel Administration; Assistant Professor in Hotel Administration
Gerald W. Lattin, Ph.D., Assistant Dean of the School of Hotel Administration; Professor in Hotel Administration
Katherine R. Spinney, B.A., B.L.S., Reference Librarian, School of Hotel Administration

Staff of Instruction

In the School of Hotel Administration

(This list includes only those members of the University staff whose sole instructional responsibility is the teaching of students in the School of Hotel Administration.)

Frank H. Randolph, B.A., M.E., P.E., Professor in Hotel Engineering, Emeritus
Charles I. Sayles, B.S., M.E.E., Professor in Institutional Engineering, Emeritus
Thomas W. Silk, A.B., B.S., M.S., Professor in Hotel Accounting, Emeritus
Louis A. Toth, C.P.A., Professor in Hotel Accounting, Emeritus
O. Ernest Bangs, Associate Professor in Food Facilities Engineering
James H. Barrett, Ph.D., C.P.A., Lecturer in Hotel Accounting
Robert A. Beck, Ph.D. E. M. Statler Professor in Hotel Administration; Dean of the School of Hotel Administration
Matthew Bernatsky, Professor in Hotel Administration
Donald M. Biles, B.S., General Manager, Skytop Lodge, Skytop, Pennsylvania; Lecturer in Hotel Administration
Leslie E. Bond, Cdr., USN (Ret.), Lecturer in Hotel Administration
Paul R. Broten, M.S., Professor and Director of Research and Development
Robert M. Chase, B.M.E., M.B.A., Assistant Professor in Properties Management
Vance Christian, A.B., B.S., M.S., Professor in Hotel Administration
Charles E. Cladel, M.S., C.P.A., Professor in Hotel Accounting
Warren M. Cole, B.S., Lecturer in Properties Management
Richard A. Compton, B.S.M.E., M.S., Assistant Professor in Properties Management
Donal A. Dermody, M.S., Assistant Professor in Hotel Administration
Thomas M. Diehl, M.B.A., Assistant Professor in Hotel Administration
David C. Dunn, Ph.D., Assistant Professor in Hotel Accounting

6 Faculty

- Myrtle Ericson, M.S., Professor in Hotel Administration
William Fisher, Ph.D., Assistant Professor in Hotel Accounting
Charles Fournier, President, Gold Seal Vineyards, Inc. Hammondsport, New York; Lecturer in Hotel Administration
Paul L. Gaurnier, M.S., Assistant Professor in Hotel Administration; Assistant Dean of the School of Hotel Administration
H. Victor Grohmann, B.S., Chairman of the Board, Needham & Grohmann, Inc.; H. B. Meek Visiting Professor in Hotel Administration
Mrs. Valerie Gyrisco, M.S., Lecturer in Hotel Administration
Walter Herrmann, B.S., Lecturer in Hotel Administration; General Manager, Statler Inn
Albert E. Koehl, B.S., President, Koehl, Landis & Landan, Inc., New York City; Lecturer in Hotel Administration
Gerald W. Lattin, Ph.D., Professor in Hotel Administration; Assistant Dean of the School of Hotel Administration
John D. Lesure, B.S., C.P.A., Senior Partner, Laventhol, Krekstein, Horwath & Horwath, New York City; Acting Assistant Professor in Hotel Accounting
Keith McNeill, B.S., Lecturer in Hotel Administration
Richard G. Moore, M.E.E., M.B.A., Instructor in Hotel Administration
William Morton, Ph.B., Vice President, I.T.T.-Sheraton Corporation; Lecturer in Hotel Administration
Mrs. Helen J. Recknagel, Ph.D., Professor in Hotel Administration; Editor, School Publications
Clinton L. Rappole, M.S., Lecturer in Hotel Administration
Mrs. Ellen C. Seaburg, B.S., Lecturer in Hotel Administration
John H. Sherry, B.S., LL.B., Professor in Hotel Administration
Mrs. Laura Lee W. Smith, Ph.D., Professor in Hotel Administration
Katherine R. Spinney, B.A., B.L.S., Reference Librarian, School of Hotel Administration
Jeremiah J. Wanderstock, Ph.D., Professor in Hotel Administration
Herbert Witzky, M.B.A., Lecturer in Hotel Administration

In Other Schools and Colleges of Cornell

(This list includes only those members of the University instructing staff who are directly engaged in giving courses regularly taken by students in the School of Hotel Administration.)

- George P. Adams, Jr., Ph.D., Professor of Economics
Jack A. Barwind, Ph.D., Assistant Professor of Communication
Gary William Bickel, Ph.D., Associate Professor of Economics
Doris J. Breunig, M.A., Assistant Professor of Institution Management
Wynn Van Bussmann, M.A., Assistant Professor of Economics
J Milton Cowan, Ph.D., Professor of Linguistics; Director of the Division of Modern Languages
Lawrence Bryce Darrah, Ph.D., Professor of Marketing
Mrs. Marjorie Devine, Ph.D., Assistant Professor in Human Nutrition and Food
Douglas F. Dowd, Ph.D., Professor of Economics
John C. H. Fei, Ph.D., Professor of Economics
Chester Higby Freeman, M.S.A., Associate Professor of Communication Arts
Walter Galenson, Ph.D., Professor of Industrial and Labor Relations
Frank H. Golay, Ph.D., Professor of Economics
John Daniel Hartman, Ph.D., Professor of Vegetable Crops
Paul M. Hohenberg, Ph.D., Associate Professor of Economics
Alfred E. Kahn, Ph.D., Professor of Economics
Russell Dickenson Martin, M.S., Associate Professor of Communication Arts
Chandler Morse, M.A., Professor of Economics
Richard Thomas Selden, Ph.D., Professor of Economics
Robert Mumford Smock, Ph.D., Professor of Pomology
Thomas Sowell, M.S., Assistant Professor of Economics
George J. Staller, Ph.D., Associate Professor of Economics
Ronald J. Vogel, Ph.D., Assistant Professor of Public Administration
William B. Ward, M.S., Professor and Head of the Department of Communication Arts; Editor in Chief of Publications
Harold Henderson Williams, Ph.D., Professor of Biochemistry
- ## Visiting Lecturers, 1969-70
- Frank Berkman, Executive Vice President, Hotel Sales Management Association, New York, New York
Raymond Bini, Sales Manager, Paul Masson Vineyards, 620 Beech Street, Rochester, New York
Earl Brooks, Professor, Graduate School of Business and Public Administration, Cornell University, Ithaca, New York

- William A. Broscovak, American Lamb Council, Denver, Colorado
- Madison Brown, ARA-Slater School & College Services, 3890 Peachtree Road N.E., Atlanta, Georgia
- Richard W. Brown, Executive Vice President, National Restaurant Association, 1530 Lake Shore Drive, Chicago, Illinois
- Henry Buncom, Jr., Chock Full o'Nuts, 425 Lexington Avenue, New York, New York
- Maurice Burritt, National Director, Laventhol Kreckstein Horwath & Horwath, 1201 Brickell Avenue, Miami, Florida
- C. DeWitt Coffman, President, International Hotel Management Company, 150 S.E. Second Street, Miami, Florida
- Charles Chuisano, Vice President, Ward Franchising Inc., 2 Penn Plaza, New York, New York
- Arthur Dooley, Vice President & General Manager, The Plaza, Fifth Avenue at Fifty-ninth Street, New York, New York
- David C. Dorf, Hotel Sales Management Association, New York, New York
- Lloyd Farwell, Hilton Inns, Inc., 401 Seventh Avenue, New York, New York
- Milton J. Firey, Milton J. Firey & Associates, 306-10 W. Franklin, Baltimore, Maryland
- Dan Fitzpatrick, Federal Mediation Service, 36 Federal Plaza, New York, New York
- Robert Flickenger, President, Service Systems Corporation, 260 Elmwood Avenue, Buffalo, New York
- Albert Formicola, Executive Vice President, Hotel Association of New York City, Inc., 141 West 51st Street, New York, New York
- Charles Fournier, President, Gold Seal Vineyards, Hammondsport, New York
- Sheridan H. Garth, Thos. Cook & Son, Inc., New York, New York
- Rene Gautschi, Director of Planning & Design, Marriott, Inc., 5161 River Road, Washington, D.C.
- Harry Gibbons, Christ Hospital, Cincinnati, Ohio
- John L. Gillespie, Vice President, Needham and Grohmann, Inc., 30 Rockefeller Plaza West, New York, New York 10020
- Obby Glinsky, Upstate N.Y. Manager, The Jos. Garneau Co., 2657 East Fayette Street, Syracuse, New York
- W. W. "Bud" Grice, Vice President of Sales, Marriott-Hot Shoppes, Inc., Washington, D.C.
- Henry Haller, Executive Chef, White House, Washington, D.C.
- Robert H. Hurlbut, Vari-Care, Inc., 814 Medical Arts Building, 277 Alexander Street, Rochester, New York
- Bruno Klohoker, Anheuser-Busch, Inc., St. Louis, Missouri
- Donald "Bud" Kastner, Owner, Christopher Ryder House, Chatham, Massachusetts
- Foster Kunz, Vice President—Industrial Relations, Marriott Corporation, 5161 River Road, Washington, D.C. 20016
- Henry Langknecht, Director of Purchasing, ARA, 2506 Lombard Street, Philadelphia, Pennsylvania
- Wallace W. Lee, Jr., Group Vice President, Howard Johnson's, 92-25 Queens Boulevard, Rego Park, New York
- J. Allen Mays, The Taylor Wine Company, Hammondsport, New York
- Fred B. Mills, Vice President, Alexander & Baldwin, Inc., Honolulu, Hawaii
- William Morton, Vice President, Sheraton Corporation of America, Boston, Massachusetts
- Nicholas Noyes, President, Empresarios De Restaurantes, S.A., Mexico 6, D.F., Mexico
- Henry A. O'Neill, American Lamb Council, Denver, Colorado
- Philip Pistilli, President, Alameda Plaza Hotel, 4711 Central Street, Kansas City, Missouri 64112
- Lawrence W. Pugh, Vice President, Erven Lucas Bols Distilling Company, Louisville, Kentucky
- Andrew Rice, Director of Research, The Taylor Wine Company, Hammondsport, New York
- Joseph Rosenthal, Hilton Inns, Inc., 401 Seventh Avenue, New York, New York
- Burton "Skip" Sack, General Manager, Fast Food Service Division, Howard Johnson's, 45 Rockefeller Plaza, New York, New York
- Colonel Sanders, Kentucky Fried Chicken, P.O. Box 270, Shelbyville, Kentucky
- Stuart Sharpe, Director of Tourism, Jamaica Tourist Board, Kingston, Jamaica
- Miss Clare Shea, Service Direction, Inc., Suite 11, 3799 Roosevelt Road, Glen Ellyn, Illinois
- David Sher, Carrols Development Corporation, 968 James Street, Syracuse, New York
- Herbert Slotnick, President, Carrols Development Corporation, 968 James Street, Syracuse, New York
- Joel R. Sontag, Food Specialist, Service Division, Departments of the Army & Air Force, Headquarters Army and Air Force Exchange, Dallas, Texas
- Harvey Stephens, Executive Vice President, ARA—Hospital Food Management Inc., 530 Walnut Street, 14th Floor, Philadelphia, Pennsylvania
- F. Ulrich Stolle, General Manager, Lancaster Hilton, Lancaster, Pennsylvania
- Curt R. Strand, President, Hilton International, The Waldorf-Astoria, New York, New York
- Lawrence Tisch, Loew's Theatres, Inc., 666 Fifth Avenue, New York, New York
- John Vaughn, Regional General Manager, ARA-Hospital Food Management Inc., Cooper Parkway Office Bldg., N. Park Drive & Airport Highway, Pennsauken, New Jersey
- Robert Volger, National Labor Relations Board, Washington, D.C.
- Gerald Wagner, Graduate School of Business





Students meet frequently with industry executives. (Above) The board of directors of Hotel Ezra Cornell plan for a student-sponsored weekend for more than 400 industry visitors.

(Top to bottom) Philip Pistilli, president-general manager, Alameda Plaza, Kansas City; Philip Lowe, vice chairman of the board, I.T.T.-Sheraton Hotels; Hotel Corporation of America executives from two New Orleans hotels.

10 Faculty

- and Public Administration, Cornell University, Ithaca, New York
- Leland White, ARA-Slater School & College Services, 3890 Peachtree Road N.E., Atlanta, Georgia
- Donald E. Whitehead, Director of Marketing and Finance, Hilton Inns, Inc., 401 Seventh Avenue, New York, New York
- Julius Wile, Julius Wile Sons, Inc., New York, New York
- Kemmons Wilson, Chairman of the Board, Holiday Inns, 3742 Lamar Avenue, Memphis, Tennessee 38118
- Herbert K. Witzky, Herbert K. Witzky Associates, New Fairfield, Connecticut
- Stan Wolf, Executive Vice President, Paul Masson Vineyards, 330 Jackson Street, San Francisco, California
- Joseph Zaffy, Vice President, Sheraton Corporation of America, 470 Atlantic Avenue, Boston, Massachusetts

Cornell University

School of Hotel Administration

In 1922, at the request of the American Hotel Association, a four-year program of instruction in hotel administration, the first of its kind anywhere, was established at Cornell University. Later, other national associations—the National Restaurant Association, the Club Managers Association of America, and the Food Facilities Consultants Society and International Society of Food Facilities Consultants—requested that programs be instituted to offer instruction in these fields. Members of these associations have provided financial support, have found places in their organizations for students and graduates, and have endorsed the curriculum on many occasions.

The late Ellsworth Milton Statler, creator of Statler Hotels, has been the School's principal benefactor. During his lifetime, Mr. Statler gave generously. Under terms of his will, the Statler Foundation, of which Mrs. Alice S. Statler is the chairman, had continued to give generous support. The trustees of the Foundation have donated over \$7 million for the construction of Statler Hall, home of the School of Hotel Administration. To provide for adequate maintenance, the Foundation also gave an endowment of \$1,250,000. These and other gifts in support of the E. M. Statler Professorship, of research, and publications, constitute a total of well over \$10 million.

In 1968, the heirs of the late Barney L. Allis, chairman of the board of Hotel Muehlebach in Kansas City, Missouri, contributed funds for visiting lecturers. In 1969, the Howard B. Meek Visiting Professorship was established by the Cornell Society of Hotelmen. Other generous benefactors have supplied the impressive array of scholarships listed on pp. 98–101, thereby extending endorsement and encouragement to the School and financial assistance to the students.

Management Seminars and Short Courses

Seminars and short courses help the School maintain a close relationship with industry. Some of them are especially designed for Cornell students, and industry executives come to the campus to lecture and discuss their organizations in these classes. Others are especially designed for industry executives, and these are held not only on the Cornell University campus but also in major American cities or overseas.

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During the summer months, a series of short courses is conducted for persons actively engaged in hotel and restaurant work. One, two, and three weeks in length, these short courses cover a wide range of subjects. Attendance is worldwide.

Research and Publications

In 1961, the School established a research program, headed by a full-time director, to conduct and coordinate research projects related to the hotel and restaurant industries. This program was initially funded by a grant of \$500,000 from the Statler Foundation, which has been augmented with grants from associations, manufacturers, and government. Projects completed or underway involve the application of data processing for hotels, a new hotel management system, the use of convenience foods and Ready Foods (a concept pioneered by the School), new types of dinnerware, and studies of mattress testing, wall coverings, carpets, silverware detarnishing, and market research. The Research and Development Department has its offices and laboratories on the fifth floor of Statler Hall.

In 1960, the School initiated the publication of the *Cornell Hotel and Restaurant Administration Quarterly*, a magazine with worldwide readership. In addition, the staff of the *Quarterly* has collaborated with the American Hotel and Motel Association in the publication of industry manuals. The School is also the publisher of its own textbooks and manuals, which are widely used by industry and schools in the United States and other countries.

Statler Hall

Statler Hall is a unique educational building, designed expressly to meet the needs of the faculty and the students of the School of Hotel Administration. The building is in three parts: a classroom section, a practice inn, and an auditorium with full stage facilities.

The classroom section, a substantial five-story building with over 115,000 square feet of space, is augmented by about 50,000 square feet of office, classroom, and laboratory space in the Alice Statler Auditorium wing. For instruction and research, these two sections provide nineteen lecture rooms, six auditoriums, sixteen laboratories, and forty-six offices, all designed and equipped with the latest instructional equipment. Students also have their own lounge with a fireplace, radio, television, and serving pantry.

The Howard B. Meek Library provides an extensive collection of publications, numbering over 14,000 volumes, on hotel and restaurant operation and related subjects. The library has been the recipient of many gifts of display materials and personal collections. Among them are the Herndon Collection of 1,600 books, including many rare items; the J. O. Dahl Memorial Library; the books of W. I. Hamilton; the "Oscar of the Waldorf" (Oscar Tschirky) Collection of autographed dinner menus and memorabilia; the Pinco Collection of menus, dating back to the early 1900s; and the Vehling Collection of rare books and prints (about 500 of each) depicting the history of food and its cookery, the latter a personal gift from the late Mrs. Alice Statler.



Statler Hall, home of the School of Hotel Administration, is constructed in three sections. The left section houses the fifty-four-room Statler Inn and the Statler Club, which has over 3,000 members. These facilities provide students with a practice hotel offering a complete range of food service. The central section contains classrooms, laboratories, and offices, with the entire fifth floor given over to research activities. The Alice Statler Auditorium wing (right) includes a 900-seat auditorium with complete stage facilities, an exhibit hall, the Howard B. Meek Library, a student lounge, and additional classrooms, laboratories, and offices.

Statler Inn, the practice inn, contains fifty-four guest rooms, a front-office desk, and appropriate lounge areas. The Inn's facilities constitute a laboratory for student instruction in room and registration procedures. The Inn also has a formal dining room seating about 200, five private dining rooms seating from 8 to 100, two self-service dining rooms for 150 to 200, a cocktail lounge, and a ballroom seating nearly 400. Several commodious kitchens, containing a complete array of modern equipment, serve these dining rooms and constitute practice laboratories for the students. The food and beverage operations of the Inn provide the students of restaurant management with abundant opportunity for practical experience in the preparation and service of food, wines, and liquors in all types of dining rooms.

Students in properties management have the facilities and equipment of the Statler Inn available for field study. The accounting records of its operation provide the basis for class exercises in the accounting courses. The problems of personnel management and human relations that arise in the day-by-day operation of the Inn become case studies in the courses in hotel administration. The School is fortunate in being able to develop for its students a close relationship between theoretical and practical instruction through the use of Statler Inn.

History of the School

The School began, in 1922, as a department organized in what was then the School of Home Economics of the New York State College of Agriculture.

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After years of valued assistance from and close cooperation with the faculty of the School of Home Economics, the former department became the School of Hotel Administration in 1950. In 1954, the School was separated from those state colleges to become a completely independent academic unit within the University, a college in its own right with its own faculty and dean.

A single professor, the late Dr. H. B. Meek, met with a class of twenty-one in 1922. The intervening years have brought a gradual expansion in the faculty, curriculum, student body, and alumni organization. The School now has a full-time resident faculty of twenty-one, whose teaching activities are devoted exclusively to the development of the specialized courses offered by the School and to the instruction of its students. They are fully trained in both the academic and the practical aspects of their respective fields. They are experienced in hotel and restaurant work, and many of them are active consultants to nationally important hotel and restaurant organizations.

The work of the resident Hotel School faculty is supplemented by the services of eighteen other persons who offer specialized courses. Many of them are active hotel or restaurant executives, lawyers, accountants, or experts in advertising or human relations; they come to Ithaca from New York or Chicago at weekly intervals to bring, for study and discussion in the classroom, the current problems of their daily work.

Altogether the School offers some eighty-four courses, totaling 212 hours, that have been developed by the School and designed expressly to meet the needs of its students. In addition, students have access without restriction to courses offered by all the other colleges of the University—courses of professional and of cultural value—and they are guided and stimulated to tap generously the tremendous educational resources of a great University.

Educational Objectives

Any program of higher education has two major responsibilities to its students: (1) to fit them for effective work in the economic society of the future in order that each may justly claim from that society a reasonable standard of living; and (2) to provide them with an adequate cultural background with which to perceive the values in society and enjoy the living earned therein. These requirements are met in formal education for the business of hotel or restaurant operation. These businesses provide good opportunities for well-trained persons, and preparation for work in them involves the study of so wide a variety of subject matter as to approximate a liberal education.

The hotel or the restaurant is a complex institution; its operation calls for a wide range of skills, for the use of a variety of products in a large number of processes. The guest must be received with cordiality and service; he must be provided with a well-lighted, tastefully decorated, comfortably furnished room in which the temperature is ideal; he must be served with appetizing, wholesome food wisely bought, properly stored, and skillfully prepared. He must have at his disposal conveniences of every type: check

Students study in the Howard B. Meek Library, which houses over 14,000 volumes on hotel and restaurant management and related subjects. Rare books, some dating back to the fifteenth and sixteenth centuries, and historic menu collections are kept in the adjacent Herndon Room.



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rooms, public spaces, communication systems, radios, televisions, and exhibition spaces.

A curriculum adequate to prepare one for the direction of those operations and for the provision of those services and equipment must draw upon nearly every branch of human knowledge. As a consequence, the prospective hotel operator studies drawing, physics, bacteriology, sanitation, chemistry, biology, engineering, vegetable crops, meat products, dietetics, food preparation, textiles, decoration, law, psychology, personnel management, advertising, and public speaking, all in addition to the subjects ordinarily studied in preparation for business management.

Each subject is approached by the student with the same focusing interest: How does this material relate to hotel and restaurant operation? Breadth of training is obtained without dissipation of interest. The graduate should be a well-educated and a socially useful individual.

School of Hotel Administration

Description of Courses

Except for some general University courses regularly taken by students in the School of Hotel Administration and included in the list for their convenience, all the courses described herein are arranged and given by the Hotel School faculty especially for hotel students; in many cases they are taught by active hotel or restaurant executives. Many other courses are open as electives to hotel students: courses in the sciences; in communication, language, and literature; in economics, history, and government; in music, aesthetics, and philosophy; in engineering, architecture, medicine, and law. For full information regarding these latter offerings reference may be made to the *Announcements* of the other colleges and schools of the University.

Accounting

The entire fourth floor of the school section of Statler Hotel, eight laboratories and nine offices, is set aside for instruction in Hotel Accounting and Finance. The lecture rooms and laboratories are furnished and equipped with a complete inventory of hotel office and computing machinery. Hotel students also have access to a complete set of IBM statistical machines, and an NCR Century 615-100 computer.

Accounting. (Hotel Accounting 81.) Credit three hours. Required. Assistant Professor Fisher.

Provides an introduction to the principles of general accounting. Practice includes elementary problems developing the theory of accounts. Emphasis is placed on the adjusting journal entries, the work sheet, financial statements, special journals, the operation of control accounts, and the voucher register.

Managerial Accounting. (Hotel Accounting 82.) Credit three hours. Required. Prerequisite, Hotel Accounting 81 or the equivalent. Assistant Professor Dunn.

A consideration of a variety of accounting systems and techniques from the standpoint of the information and controls furnished to management. Emphasis is on situations ori-

ented to the hospitality industry, although many of the topics have broad application. Among the subjects considered are the development of financial statements, control of hotel sales and accounts receivable, food and beverage cost control, payroll, depreciation, break-even point, capital improvements planning, and operations analysis.

Managerial Accounting in the Hospitality Industry. (Hotel Accounting 180.) Credit three hours. Hotel elective. Prerequisites, Hotel Accounting 81 and 82.

Deals with the generation and analysis of quantitative information for the purpose of planning, control, and decision making by managers at various levels in hospitality industry operations. Emphasis is placed on the need for and use of timely and relevant infor-



Professor Charles E. Cladel, C.P.A., conducts a class in hotel accounting. School graduates are thoroughly prepared to make analytical management decisions, as they complete at least fifteen credit hours in accounting and also may take several courses in financial management.

mation as a vital tool in the management process.

Basic Hotel Accounting. (Hotel Accounting 181.) Credit three hours. Required. Prerequisite, Hotel Accounting 81 and 82. Professor Cladel.

A study of the Uniform System of Accounts for Hotels as recommended by the American Hotel Association. Accounting for the transactions of a 400-room transient hotel. Study of front-office routine, the night audit and transcript, the daily report, and the duties of the accountant. Practice with the special journals used in hotels—the six-column journal and the multicolumn operating ledger. The problem involves the recording of the transactions for one month, the summarization, adjustment, and closing of the books, and the preparation of monthly and annual statements therefrom.

Intermediate Accounting. (Hotel Accounting 182.) Credit three hours. Required. Prerequisite, Hotel Accounting 81. Professor Cladel.

Problems arising in the field of intermediate accounting. Practice includes problems dealing with single-entry accounting; partnership organization, operation, and dissolution; corporation accounts and records; branch ac-

counting; accounting for manufacturing concerns; and interpretation of financial statements.

Auditing. (Hotel Accounting 183.) Credit three hours. Hotel elective. Prerequisite, Hotel Accounting 182. Professor Cladel.

The work of the independent public accountant. Practice includes the preparation of audit work papers, internal control in general, and preparation of the auditor's report.

Food and Beverage Control. (Hotel Accounting 184.) Credit two hours. Hotel elective. Professor Cladel.

A study of the various systems of food and beverage control, and precost control common in the business. Practice is offered in cost analysis, sales analysis, special-item control, and adjustments to inventory; in the preparation of the daily report and summary to date; and in the preparation of monthly food and beverage reports using figures typical of a moderate-sized hotel.

Internal Control in Hotels. (Hotel Accounting 286.) Credit two hours. Hotel elective. Open to seniors and graduates and to certain others by permission. Prerequisite, Hotel Accounting 181. Dr. Barrett.

Discussion of the problems encountered in distributing the accounting and clerical work in hotels so as to provide a good system of internal control. Study of many actual cases of the failure of internal control and the analysis of the causes of the failure. Practical problems and actual techniques of functioning systems of internal control.

Front Office Accounting Machines in Hotels. (Hotel Accounting 288.) Credit one hour. Hotel elective. Prerequisite, Hotel Accounting 181 or permission of the instructor. One two-hour practice period per week as individually scheduled. Assistant Professor Dunn and assistants.

Students learn the operation of the NCR front-office posting machine by completing a series of practical exercises ranging from simple posting of charges and credits to error correction and the night audit.

Research in Accounting and Finance

Problems in Financial Analysis. (Hotel Accounting 189.) Credit two hours. Hotel elective. Open to upperclassmen and graduates.

Practice in some statistical procedures, using as illustrative material principally hotel and restaurant figures; presentation and interpretation; frequency distributions, average, median, mode, and measures of dispersion. Special emphasis is placed on linear correlation and regression.

Special Studies in Accounting and Finance. (Hotel Accounting 289.) Credit to be arranged. Hotel elective. Prerequisites, Hotel Accounting 186 and 189 or equivalent. Permission of instructors required.

Research projects dealing with advanced accounting statistics and finance in the hotel and restaurant industries.

For additional courses in Accounting and Finance see pp. 28-29.

Data Processing and Computers

See Hotel Administration 104, 469, 470 on pp. 26-27.

Administration

Introductory Management. (Hotel Administration 100.) Credit one hour. Required. Professor Lattin.

A survey of the hospitality industry in today's economy. Emphasis on industry growth and development, management problems and principles of hotel, motel, and restaurant management.

Laboratory exercises provide practical experience in the various departments of Statler Inn, the School's practice laboratory.

Lectures on Hotel Management. (Hotel Administration 155.) Credit one hour. Hotel elective. Open to all classes. To be taken for credit each semester. Under the direction of Professor Beck.

A series of lectures given by nonresident speakers prominent in the hotel, restaurant, and allied fields.

Management Principles. (Hotel Administration 250.) Credit two hours. Hotel elective. Open to seniors and graduate students only. Prerequisite, Hotel Administration 119 or equivalent and permission of the instructor. Assistant Professor Gaurnier.

A seminar course designed to examine management processes, concepts, and principles; and to improve personal competence in decision making, problem solving, and communication. Each student prepares a comprehensive analytical report, based on previous work, for class discussion and analysis. Sufficient time is given during the first few weeks of the course to discuss management principles and concepts and thus give the student an understanding of the type of report he is to prepare.

Management Principles II. (Hotel Administration 255.) Credit two hours. Hotel elective. Mr. Witzky.

The management, analysis, and control of direct and indirect costs in operations; measuring management effectiveness, developing patterns of management, master control charts and checklists; payroll and budgetary control, work simplification; long-range planning; executive reports; profitably managing creativity and change in organizations.

Resort Management.* (Hotel Administration 113.) Credit one hour. Hotel elective. Mr. Biles.

A lecture course in the operation of the resort hotel. Consideration is given to the promotion of business, to the provision of services, to the operation of the dining room, to the entertainment of the guest, and to the selection, training, and direction of the employed staff. Resorts of the various types, seasons, and economic levels are considered.

Club Management.* (Hotel Administration 222.) Credit one hour. Hotel elective. Open to upperclassmen and graduates.

A survey of the problems peculiar to the management of city, country, and other club

* Courses marked with an asterisk are given in alternate years or as the demand requires. Other courses are ordinarily given at least once a year, but in any case, offerings are adjusted to the requirements.

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organizations. Subjects covered are food and beverage management in clubs; committee, board of directors, and membership relations; dues, assessment, and financial management. The arrangement and promotion of social and recreational activities are also included.

Hospital Food Service Administration. (Hotel Administration 223.)

See *Hospital Administration*, p. 38.

Restaurant Management. (Hotel Administration 251.) Credit three hours. Hotel elective. Open to upperclassmen and graduates. Professor Bernatsky.

Types of food operations are analyzed. Budgeting, location, and the physical plant are surveyed. Purchasing, menu planning, and service are emphasized. Scheduling, job descriptions, on the job training, kitchen stewarding, sales, advertising, and payroll control round out the program.

Beverage Management. (Hotel Administration 252.) Credit three hours. Hotel elective. Open to upperclassmen and graduates. Professor Bernatsky.

Includes a systematic presentation of alcoholic beverages, their history, service, sales, and control. Lectures, demonstrations, and field trips.

International Hotel Management Survey. (Hotel Administration 71.) Practice credits and/or academic credit will be given. Open only to students majoring in hotel administration. Associate Professor Christian.

The purpose is to introduce students to the methods and practices of European hotel management and to make them acquainted with food purchasing and preparation in the countries visited. Before embarking on a three-week survey trip through Europe, the students attend a series of lectures given by the School's faculty to orient them to the culture, practices, and products of the countries to be visited. Upon their return, the students prepare written reports.

Human Resources Development

Psychology. (Hotel Administration 114.) Credit three hours. Required. Professor Lattin.

A terminal course in basic psychological principles designed to develop in the student an awareness of the psychological aspects of many hotel management functions and to demonstrate the application of psychological principles to these functions. Covers all areas of general psychology.

Applied Psychology I: Personnel Management. (Hotel Administration 119.) Credit three hours. Required. Prerequisite, Hotel Admin-

istration 114 or the equivalent. Assistant Professor Dermody.

A practically oriented approach to personnel management, including an introduction to organizational behavior, the selection and placement of personnel, the role of supervision, performance appraisal, wage and salary administration, employee motivation and union-management relations. Class discussion is based on case studies drawn from industry.

Applied Psychology II. (Hotel Administration 217.) Credit two hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite, Hotel Administration 119. Mr. Witzky.

The problems faced by the supervisor and the executive in managing the human element in the hotel and restaurant field. Designed to give the student insight into the varied social and psychological factors present in any employer-employee relationship.

Applied Psychology III. (Hotel Administration 218.) Credit two hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite, Hotel Administration 119. Mr. Witzky.

The development of training programs for employees and management. Thoroughly explores the construction and implementation of training programs and methods through case histories.

Organizational Behavior and Administration. (Hotel Administration 219.) Credit two hours. Open only to students outside the School of Hotel Administration. Assistant Professor Dermody.

Relation of current research in the behavioral sciences to practical problems of business as developed from actual cases. Particular emphasis will be placed on leadership effectiveness and employee productivity.

Union-Management Relations in the Hotel Industry. (Hotel Administration 316.) Credit two hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite, Hotel Administration 119. Mr. Witzky.

Development of the trade union movement in the United States, with emphasis on unions active in the hospitality industry. The government's role in union-management relationship is explored. Case studies are used to analyze the intricacies of collective bargaining, grievance procedures, mediation, and conciliation.

Seminar in Organizational Behavior and Administration. (Hotel Administration 319 and 419.) Credit two hours each term. Hotel elective. Open to juniors and seniors only. Assistant Professor Dermody.

Professor Matthew Bernatsky covers major aspects of classical cuisine in a popular elective course. Students observe preparation skills, participate in demonstrations, write recipes, note correct service, and taste the food.





Professor John H. Sherry expounds the law to future hoteliers and restaurateurs, who must pass two law courses to obtain their diplomas.

Relation of current research in the behavioral sciences to practical problems of business as developed from actual cases. Particular emphasis will be placed on leadership effectiveness and employee productivity. Each course participant will be responsible for an in-depth research project related to the subject matter of the course.

Law

Law of Business. (Hotel Administration 171.) Credit two hours. Required. Open to upperclassmen. Professor Sherry.

A basic course in business law. The student is introduced to the fundamental purposes, principles, and processes of the law as an agency of social control and as it applies to business activities. The topics treated include the origin and development of common, statutory, and constitutional law; the organization and functioning of the judicial system; rights and duties of individuals in regard to each other and society. The acquisition, ownership, and transferability of

property, real and personal, decedent's estates, trusts, bankruptcy, and business failures will be treated in some detail. A combination of text and case material is used.

Law of Business. (Hotel Administration 271.) Credit two hours. Hotel elective. Prerequisite, Hotel Administration 171. Professor Sherry.

A continuation of Hotel Administration 171. The Uniform Commercial Code (sales and negotiable instruments) will be emphasized. A combination of text and case material is used.

Law as Related to Innkeeping. (Hotel Administration 172.) Credit two hours. Hotel elective. Open to upperclassmen and graduates. Best taken after Hotel Accounting 182 and either Economics 101-102 or Economics I-II (Hotel Administration 243-244). Professor Sherry.

A study of the laws applicable to the ownership and operation of inns, hotels, motels, restaurants, and other places of public hospitality. Consideration of the host's duties to guests, lodgers, boarders, tenants, invitees,

licensees, and trespassers; the exclusion and ejection of undesirables; liability for personal injuries on and off the premises; the concept of negligence; liability for damage or loss of property; statutory limitations of liability; lien rights; concession agreements; leases; credit and collection practices; arrest and detention of wrongdoers; and miscellaneous statutes and administrative rules and regulations applicable to public houses. The material is treated from the point of view of the executive who is responsible for policy and decision making.

Law of Business: Contracts, Bailments, and Agency.* (Hotel Administration 272.) Credit two hours. Hotel elective. Open to upperclassmen and graduates. Best taken after Hotel Accounting 182 and either Economics 101-102 or Economics I-II (Hotel Administration 243-244). Professor Sherry.

A study of the formation, validity, enforcement, and breach of contracts; the laws of principal and agent, and employer and employee. A combination of text and case material is used. The aim is to develop skill and experience in analytical thinking as an aid and tool in modern managerial technique.

Law of Business: Business Organization, Partnerships and Corporations.* (Hotel Administration 274.) Credit two hours. Hotel elective. Open to upperclassmen and graduates. Best taken after Hotel Accounting 182 and either Economics 101-102 or Economics I-II (Hotel Administration 243-244). Professor Sherry.

A study of the available forms of business organization, with special emphasis on general and limited partnerships and corporations. Comparison of the relative advantages and disadvantages of partnerships and corporations. Consideration of the use of limited partnerships in hotel and motel syndications; corporate promotion; financial devices for raising capital; corporate control and management, and the respective rights, duties, and powers of officers, directors, and stockholders. The aim is to correlate the legal, accounting, taxation, and management aspects of organized business enterprises. A combination of text and case material is used.

Marketing

Marketing. (Hotel Administration 77.) Credit two hours. Hotel elective. Associate Professor William Kaven.

Deals with the principles of marketing with

* Courses marked with an asterisk are given in alternate years or as the demand requires. Other courses are ordinarily given at least once a year, but in any case offerings are adjusted to the requirements.

special emphasis on the marketing of services. The course combines text, readings, and cases.

Tourism.* (Hotel Administration 175.) Credit two hours. Hotel elective.

Given by a representative of one of the large travel and tour directing organizations. Deals with the volume and dollar value of foreign and domestic tourist and business travel, the areas and groups who constitute the source of tourist business, the attractions that draw them, the conveyances and routings they use, and the matters of rates, foreign exchange, and passport and health requirements.

Marketing I. (Hotel Administration 177.) Credit two hours. Hotel elective. Open to upperclassmen and graduates. Fall term. Mr. Grohmann, Professor Recknagel and staff.

Fundamentals of advertising, publicity, public relations and direct mail promotion and the part each plays in a coordinated business promotion program for various types of hotels and restaurants. The lectures and demonstrations also illustrate the mechanical processes of producing promotional material, giving students a working knowledge of the advantages and disadvantages of each process.

Marketing II. (Hotel Administration 277.) Credit two hours. Hotel elective. Prerequisite, Hotel Administration 177. Spring term. Messrs. Berkman, Dorf, Grice, and Morton.

Application of sales promotion methods to soliciting and servicing group business in hotels, such as conventions, company meetings, and organized tours. Elements of Marketing I and II will be positioned in the total marketing concept in the final weeks of the course.

Communication. (Hotel Administration 278.) Credit two hours. Hotel elective. Prerequisite, Hotel Administration 177 and 277. Professor Recknagel.

A seminar course designed to integrate promotional media with the merchandising of hotels and restaurants in specific geographical areas through the use of case studies.

Seminar in Marketing. (Hotel Administration 421.) Credit two hours. Hotel elective. Open to seniors and graduates. Prerequisite, Hotel Administration 177. Mr. Grohmann.

A seminar course dealing principally with case histories of the advertising, publicity, business promotion, and public relations of hotels, resorts, restaurants, and national travel attractions. Students analyze the problems involved and submit reports.

Marketing. (Agricultural Economics 240.) Credit three hours. Professor Darrah.



A student in marketing reports an investigation while the instructor, Mr. William Morton, vice president of marketing for I.T.T.-Sheraton Hotels, observes the class's reaction.

A study of how food products are marketed. Special attention is given to the consumption of food products, factors that affect consumption, market channels, operation of different marketing agencies, storage, transportation, packaging, product identification, advertising and promotion, buying, selling, and costs.

Office Techniques

Typewriting. (Hotel Administration 37.) Credit two hours. Hotel elective. Mrs. Seaburg.

The personal needs of college students are met by this course in elementary typewriting.

Typewritten Communication. (Hotel Administration 37A.) Credit two hours. Hotel elective. Mrs. Seaburg.

A course in electric typewriting designed for those students (*not* secretarial typists) who wish to increase their efficiency in speed and accuracy on reports, tabulations, and business letters. Prerequisite, Hotel Administration 37 or the equivalent.

Shorthand Theory. (Hotel Administration 131.) Credit three hours. Hotel elective. Mrs. Seaburg and Mrs. David.

The basic theory of Gregg shorthand is completed, and dictation and transcription speed are developed.

Secretarial Typewriting and Procedures. (Hotel Administration 132.) Credit three hours. Hotel elective. Mrs. Seaburg.

Students who already know the keyboard develop sufficient speed and accuracy to meet business standards for an executive secretary. Instruction is provided in filing, duplication, and machine transcription.

Managerial Letter Writing and Dictating. (Hotel Administration 132A.) Credit two hours. Hotel elective. Mrs. Seaburg.

Students learn the techniques of good letter composition. Skill is developed in correct procedures for machine dictation and dictation to stenographers. Opportunity for typing improvement on electric typewriters is provided.

Shorthand Transcription. (Hotel Administration 133.) Credit two hours. Hotel elective. Mrs. Seaburg.

Students who already know the basic theory of Gregg shorthand develop sufficient skill in dictation speed and transcription to meet business standards.

Students utilize the School's NCR Century 100 computer, housed in Research and Development; they also have access to the University's IBM 360-65.



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Real Estate and Insurance

General Survey of Real Estate.* (Hotel Administration 191.) Credit two hours. Hotel elective. Prerequisite, Economics 101-102 or its equivalent.

A practical survey of the real estate field covering the economic, legal, and technical aspects of real estate. Lectures and problems cover interests in real property, liens, taxes, contracts, titles, deeds, leases, brokerage, management, and financing. An analysis will be made of the basic investment principles underlying specific types of properties, such as apartment houses, shopping centers, commercial buildings, hotels, and motels.

Seminar in Real Estate and Investment.* (Hotel Administration 192.) Credit two hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite, Economics 101-102 or its equivalent.

The changing character of the urban economy and its influence upon land values. Case studies of the development of land into specific improvements to generate a stream of investment income. A study of the leverage of financing and how it is used by the entrepreneur.

Commercial Financing. (Hotel Administration 291.) Credit two hours. Hotel elective.

An introductory survey of the historical development, economic function, legal principles, and operational techniques of some credit devices utilized in financing commercial transactions; unsecured bank credit, accounts receivable financing, factoring, inventory financing, interim real estate financing, equipment leasing, conditional sales contracts, import and export financing (letters of credit), and consumer installment sales.

General Insurance. (Hotel Administration 196.) Credit three hours. Hotel elective. Upperclassmen and graduates. Mr. McNeil.

Designed to provide the student with a comprehensive introduction to the insurance field. The emphasis is upon fire insurance, casualty insurance, and multiple peril policies. Such topics are covered as the law of contracts as it relates to insurance; the fire insurance policy and fire insurance forms; business interruption, marine, burglary and crime, and liability insurance; rates and rate making; bonds; negligence and torts, compensation; package policies; adjustment of losses; and the types of insurers.

* Courses marked with an asterisk are given in alternate years or as the demand requires. Other courses are ordinarily given at least once a year, but in any case offerings are adjusted to the requirements.

Research and Computer Applications

The School of Hotel Administration has a full-time research director who coordinates studies on projects sponsored by foundations, government, and industry groups. There are opportunities for qualified seniors and graduate students to participate in these projects. Interested students should consult with Professor Beck and Professor Broten.

Seminar in Hotel Administration. (Hotel Administration 153.) Credit two, three, or four hours. Hotel elective. Open to a limited number of seniors in hotel administration. Those wishing to register should consult the instructor during the preceding semester to obtain permission to enroll and to confer regarding problems chosen for special study. Hours to be arranged. Professor Beck.

Special Studies in Research. (Hotel Administration 253.) Credit to be arranged. Open to graduate students in hotel administration only. Members of the Graduate Faculty.

Designed specifically for graduate students working on theses or other research projects. Any member of the Graduate Faculty of the School of Hotel Administration, upon consultation with the student, may be selected to direct a particular problem of special interest to the student.

Information Systems I. (Hotel Administration 104.) Credit three hours. Required. Assistant Professor Chase.

An introduction to information systems and computing machines. Students learn key-punching and programming skills for application to selected business problems. Use of pre-programmed routines augments and extends the student's own work. Programs are executed on the University's or the School's computer.

Fundamentals of Computers. (Hotel Administration 469.) Credit three hours. No prerequisites. Hotel elective. (For students who matriculated prior to September 1970, this course will satisfy three hours of Hotel Engineering.) Assistant Professor Moore.

An introduction to computing machinery. Students learn elementary FORTRAN IV in the first part of the course. The rest of the term is devoted to application of programming drills and to problems within the hospitality industry. Problems and programs are executed on the University's computing machine (360-65) or the School of Hotel Administration's Century 100.

Seminar in Hospitality Simulation Exercises. (Hotel Administration 470.) Credit three hours. Given upon demand to qualified sen-



Computer games, simulating hotel or restaurant operation for two-year periods, have been developed by Professor Robert M. Chase for classroom instruction. In the photograph above, a group of visiting hotelmen have completed a game. Lynn P. Himmelman, president of United Airline's Western International Hotels, explains his team's strategy. To his right, Professor Thomas Diehl stands in front of a series of charts he compiled for each team's performance.

iors. Prerequisite, Hotel Administration 469 or a basic course in machine language and introduction to programming. Permission of instructor is required prior to registration. Hotel elective.

Fundamental Statistical Analysis and Inference. (Hotel Administration 484.) Credit three hours. Hotel elective. Prerequisite, see below. Assistant Professor Dunn.

An introduction to the basic techniques of descriptive and inductive statistics. Although substantial quantitative ability should be considered a prerequisite of the course, an effort will be made to avoid unduly complex mathematical aspects. The course will include the application of statistical method to business situations, but it is also designed to provide the potential graduate student with varied statistical methodology customarily employed in connection with research papers. Among the topics covered are frequency distributions, graphical presentations, measures of central tendency, measures of variation, probability, sampling, hypothesis testing, linear regression, and correlation.

Courses Open to Students in Other Colleges

Applied Psychology I: Personnel Management. (Hotel Administration 119.)

Organizational Behavior and Administration. (Hotel Administration 219.)

Hospital Food Service Administration. (Hotel Administration 223.)

Typewriting. (Hotel Administration 37.)

Shorthand Theory. (Hotel Administration 131.)

Secretarial Typewriting. (Hotel Administration 132.)

Shorthand Transcription. (Hotel Administration 133.)

Law of Business. (Hotel Administration 171.)

Law of Business: Contracts, Bailments, and Agency. (Hotel Administration 272.)

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Law of Business: Business Organization, Partnerships and Corporations. (Hotel Administration 274.)

General Survey of Real Estate. (Hotel Administration 191.)

Seminar in Real Estate and Investment. (Hotel Administration 192.)

General Insurance. (Hotel Administration 196.)

Commercial Financing. (Hotel Administration 291.)

Economics

Economics I.* (Hotel Administration 243.) Credit three hours. Associate Professor Kaven.

Survey of both macro- and microeconomic theory covering the basic concepts. The course will relate to relevant economic and business activity and will utilize current business publications as well as classical economic material.

Economics II: Managerial Economics.* (Hotel Administration 244.) Credit three hours. Associate Professor Kaven.

Centers upon the use of economic analysis in formulating business decisions. The course draws upon such concepts as demand, cost, profit, competition, and pricing. In addition to text and cases, current business publications are utilized.

Modern Economic Society. (Economics 101.) Credit three hours. Required. Professors Dowd and Galenson, Associate Professors Staller and Bickel, and assistants.

Centers on the determinants of aggregate economic activity. The main areas studied are the monetary and banking systems, the composition and fluctuations of national income, and the major conditions of economic growth, all as influenced by monetary, fiscal, and other policies.

Modern Economic Society (Economics 102.) Credit three hours. Required. Prerequisite, Economics 101. Professors Adams and Morse, Associate Professor Hohenberg, Assistant Professor Bussmann, and assistants.

A survey of the existing economic order, with particular emphasis on the salient characteristics of the modern American economy. Concentration is on explaining and evaluating the operation of the price system as it regulates production, distribution, and consumption, and as it is in turn modified and influenced by private organization and government policy.

* Hotel Administration 243-244 may be substituted for Economics 101-102.

Suggested Courses in Economics in Other Colleges

Of the large number of courses in economics open to hotel students, only those frequently taken by them are described here. Full details regarding the others are given in the *Announcements of the College of Arts and Sciences, College of Agriculture, and Graduate School of Business and Public Administration*. Hours and instructors are to be announced each term.

Intermediate Microeconomic Theory. (Economics 311.)

Intermediate Macroeconomic Analysis. (Economics 312.)

Economic History of Modern Europe. (Economics 322.)

Money and Credit. (Economics 331.)

Macroeconomic Policy. (Economics 338.)

Industrial Organization. (Economics 351.)

International Trade Theory and Policy. (Economics 361.)

International Monetary Theory and Policy. (Economics 362.)

Economic Development and Sociopolitical Modernization. (Economics 371.)

Economic and Business History. (Business and Public Administration 375.)

Competitive Behavior and Public Policy. (Business and Public Administration 377.)

Prices. (Agricultural Economics 315.)

Economics of Managerial Decisions. (Agricultural Economics 328.)

Economics of Wages and Employment. (Industrial and Labor Relations 241.)

Finance

Financial Interpretation and Measurements. (Hotel Accounting 283.) Credit three hours. Open to upperclassmen who have had Hotel Accounting 82. Assistant Professors Lesure and Fisher.

An examination of the financial statements of several types of businesses in the hospitality industry. The methods of analysis are discussed, including cash budgeting, forecasting of revenue and expenses, capital expenditure planning, and break-even point studies. The case study method will be used.

Financial Planning. (Hotel Accounting 284.) Credit three hours. Open to upperclassmen who have taken Hotel Accounting 82. Assistant Professor Dunn.

An introduction to the methods used to finance an enterprise, including management of assets and determination of the uses and sources of funds. Through extensive use of case studies, emphasizing financing problems in the hospitality industry, the students develop a basis for determining a suitable return on investment.

Seminar in Financial Management. (Hotel Accounting 285.) Credit two hours. Open to seniors with permission of the instructor. Assistant Professor Lesure.

Financial problems associated with the purchase, expansion, and construction of public housing, feeding, and recreational facilities in a typical community are studied and discussed. Phases include purchasing a business, planning and constructing facilities, preparation and use of special reports, private versus public financing, bankruptcy, reorganization, consolidation, and taxation.

Investment Management. (Hotel Accounting 241.) Credit two hours. Hotel elective. Open to juniors, seniors, and graduate students.

A survey of investment opportunities and the methods of analysis used by business and the individual to determine the best use of investment funds. Special emphasis is placed on the stock and bond markets, including security portfolio management.

Tax Basis for Managerial Decisions. (Hotel Accounting 242.) Credit one hour. Hotel elective. Open to juniors, seniors, and graduate students. Prerequisite, Financial Management 240, Hotel Accounting 81 or the equivalent.

A discussion of the aspects of management which are influenced by the federal income tax regulations. The course examines the types of decisions available to management in planning for revenues and expenses. While reference to the tax forms is made, the course is a survey rather than a technical presentation.

Financial Economics. (Hotel Administration

461.) Three hours. Required. Assistant Professor Chase.

An objective study of managerial and technical problems involving numeric solutions. Special emphasis is placed upon the mathematics of finance as applied to investment decisions. Students use the Cornell Hotel Administration Simulation Exercise involving computers during the term.

Suggested Courses in Finance in Other Colleges

Many other courses in finance are open to hotel students who have completed the required basic six hours in economics. Full details regarding the others are given in the *Announcements of the College of Arts and Sciences, College of Agriculture, and Graduate School of Business and Public Administration*. Hours and instructors are announced each term.

Public Finance: Resource Allocation. (Economics 335.)

Corporate Financial Management. (Business and Public Administration 128.)

Business Enterprise and Public Policy. (Business and Public Administration 202.)

Business Policy and Economic Instability. (Business and Public Administration 376.)

Transportation: Rates and Regulations. (Business and Public Administration 575.)

Courses Open to Students in Other Colleges

Financial Management. (Hotel Accounting 240.) Credit two hours. Not open to Hotel School students. Assistant Professor Diehl.

A survey course covering accounting principles, financial statement analysis, and income and payroll taxes. The course is designed for the student who desires a general knowledge of the language of business and finance. May be taken with Hotel Accounting 241 to include the investment aspects of financial management.

Food Facilities Engineering

In addition to the general facilities of Statler Hall, the instruction in food facilities engineering has assigned for its exclusive use a large drafting room with extra large tables. Extensive catalog files are maintained covering the wide array of food and beverage service equipment. Numerous prints of layouts, specifications and photographs of actual projects are studied as examples of fundamental design as well as details customarily given on plans.



Professor O. Ernest Bangs demonstrates principles of stainless steel fabrication in food service equipment to a class in Food Facilities Engineering.

Samples of fabricated equipment in cross-section illustrate preferred construction methods. The kitchens of Statler Hall and of other campus food facilities provide examples of typical applications.

Especially planned courses dealing with mass feeding start with the first stages of development programming and continue through logical sequence into more advanced and detailed work. The student completing each course in this series gains step-by-step the foundation for planning his own food facility.

<i>Course</i>	<i>Term</i>
F.F.E. 361 Preliminary Programming Analysis, Planning, Design and Engineering	Second to eighth
F.F.E. 362 Equipment Layout and Design	Fourth, sixth, eighth
F.F.E. 363 Food Facilities Engineering, Specifications, Shop Drawings, and Contract Supervision	Fifth or seventh

Preliminary Programming Analysis, Planning, Design, and Engineering. (Food Facilities Engineering 361.) Credit three hours. Hotel elective. Associate Professor Bangs.

Lectures deal with first-stage planning, which must be done by the owner or his consultant in the programming for any project of mass feeding. The many factors which must be programmed in order to satisfy all

principal objectives are outlined: site selection, market analysis, kind of operation, merchandising program, and surveys to determine the wants and needs of patrons to be served. Also included are research studies to resolve menu requirements, plan for the particular type of service to be employed, create desired atmosphere, program functions of personnel, plan maintenance, analyze adminis-



Research in the quantity production of frozen cooked foods is carried through by students under the direction of instructor Clinton Rappole (center) in the School's kitchen.

Frozen entrees are prepared in quantities ranging from 200 to 1,000 portions, frozen in a blast freezer, and held in freezer inventory for reheating and service in a dormitory dining hall operated by the students. The newest models of convection and pulse-infrared heaters are used to heat food for service.

Records are kept of each food item's popularity for menu planning and also to gauge the number of portions to be produced and frozen to meet future needs. A careful record is kept of food and labor costs to ascertain the relative efficiency of the program.

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trative objectives, and develop the major prospectus. Pro forma studies and feasibility research round out the coverage.

Textbooks and laboratory work include (1) studies of qualitative and quantitative methods of equipment and systems evaluation to determine the functions thereof and to teach the proper use, care, and maintenance of all principal food production and service facilities; (2) research to evaluate and determine the type, size, capacity, quality, and quantity of all equipment that is to be selected and/or that is to be custom designed and engineered; (3) determination of all factors pertinent to the overall project such as the architectural, structural, electrical, and mechanical features which must be complied with, plus consideration of applicable standards and codes that may affect equipment selection and the food facilities layout; (4) schematic sketch studies of equipment, work center, departments, and the overall food production and service facilities in preparation of the preliminary layouts for the development of a master plan. Term project involves research and drawing time to make detailed preliminary equipment layouts with other required descriptive drawings for the equipment to be custom built.

Equipment: Layouts, Design, and Working Drawings. (Food Facilities Engineering 362.) Credit three hours. Hotel elective.¹ Prerequisite, Food Facilities Engineering 361 or permission of instructor. Associate Professor Bangs.

Food Service Management

Statler Hall provides excellent facilities for instruction in all aspects of foods: in the purchasing, storage, preparation, and service of foods as well as of wines and liquors; and in basic science. Among the facilities are: (1) the "Oscar of the Waldorf" lecture room, a sloping-floor auditorium seating 133, equipped with a laboratory demonstration table, sink, and roll-away range; (2) two elementary food laboratories, each accommodating twenty students and each equipped with twenty stoves and twenty sinks as well as extensive stainless steel work spaces and all necessary mechanical equipment; (3) a forty-place basic chemistry laboratory and a forty-place laboratory for the study of the scientific applications of chemical and physical principles to food production; (4) a lecture demonstration area for instruction in the selection and grading of meats, poultry, and fish; (5) a laboratory for cutting and portioning meats, poultry, and fish, supported by extensive refrigerator and freezer storage units, power equipment, and testing devices; (6) a series of experimental kitchens for the testing of recipes and procedures; (7) an especially designed blast freezing chamber; and (8) the practice kitchens of the Statler Inn where the students prepare, under instruction, the food for the various Statler Inn and Statler Club dining rooms, which have seating totaling 1,000.

These kitchens are laid out to function both as quantity food production

Lectures, research, and laboratory work are centered in the student's project thesis. Each student programs, plans, and develops a complete project. This involves study: (1) to research the project program and draw up the prospectus; (2) to select and design equipment; (3) to develop layout studies and complete the master plan (preliminary renderings); (4) to develop working drawings (contract drawings), including equipment and architectural plans, mechanical plans, equipment detail drawings, and equipment schedules which are required for bidding, fabrication, construction, and installation; (5) to budget estimate and a review of feasibility studies.

Food Facilities Engineering: Specifications, Shop Drawings, and Contract Supervision. (Food Facilities Engineering 363.) Credit three hours. Hotel elective. Prerequisite, Food Facilities Engineering 362. Associate Professor Bangs.

Lectures, research, and laboratory work include the areas of methods and detailed facilities engineering. This involves studies of general and itemized specifications, bid analysis and awarding of contracts, checking and approving shop drawings, field supervision, inspection, field conferences, punch lists, approval for acceptance of all facilities, and operational instruction.

1. This course may be counted as three hours of Hotel Engineering electives.



Faculty roundtables confer often on the relation of classroom instruction to new industrial developments. The group shown in the photograph has recently returned from a visit to Marriott Corporation's new food commissary. (Left to right) Professor Robert W. Chase, Cdr. Leslie Bond U.S.N. (Ret.), Professor Myrtle H. Ericson, Dr. Laura Lee W. Smith, and Dr. J. J. Wanderstock.

centers and as training centers for prospective hotelmen and restaurateurs learning food production on a large-quantity basis. The equipment, all of commercial size and of the latest design, duplicated in gas and electricity, is so varied that the student has the opportunity to use and to analyze a wide range of modern kitchen appliances. The student lounge kitchen is designed for the use of students in support of their daily coffee hour and their parties and receptions.

All of these laboratories are for the exclusive use of the School's hotel and restaurant students. They are designed and equipped especially for their particular teaching functions.

Regulation uniform of white coat, apron, and chef's cap is furnished by the student and is required for the first food laboratory.

Food Management

Commercial Food Management: Survey. (Hotel Administration 101.) Credit three hours. Required. Associate Professor Christian, Mr. Rainsford.

Provides an introduction to the fundamentals of commercial food preparation, nutrition, product identification, and storage. Presents the current methods and principles of food production as practiced by the food service industry. Students obtain classroom instruction, demonstrations, and small-quantity laboratory practice. Food management experience is obtained by periodically operating the Rathskeller of Statler Inn, where faculty and their guests dine. Phases covered, on a rotating basis, include menu planning, requisitioning, pricing, preparation, serving, sanitation, and performance evaluation.

Quantity Food Production: Management of the Operation. (Hotel Administration 201.) Credit four hours. Required. Prerequisites, Hotel Ad-

ministration 120, 214, 215, 220. Messrs. Bond, Rappole, Hagenmeyer and Morgan.

Large quantity food production in the Statler Inn kitchen of luncheons and dinners served to 200 to 350 patrons. The student manager for the week plans the menus, prepares food requisitions, supervises preparation and service, and submits a report and analysis on his operation. Discussion periods review principles and methods applied in laboratory periods. Quality and cost controls are emphasized. The use of standardized formulas and techniques in relation to non-standardized practice is demonstrated. The use of, and present value of, convenience foods is investigated under profit and loss conditions. The in-house preparation, storage, and sale of frozen entrees is performed by each student. The development, testing, and merchandising of standardized entree recipes is experienced by each student. Sanitary, safe, and economical uses of food and of equipment as well as preparation and serving space are stressed.

34 Food Service Management

Students have one meal in the cafeteria on laboratory days.

Quantity Food Production: Management of the Operation. (Hotel Administration 201A.) Credit two hours. Permission of the instructor is required. Mr. Bond.

This course, plus Hotel Administration 202 or 203, may be submitted for Hotel Administration 201 by students who can present evidence of extensive experience in quantity food preparation. Students have one meal in the cafeteria on laboratory days.

Chemistry

Chemistry. (Hotel Administration 214-215.) Credit three hours per term. Throughout the year. Required. Prerequisite, high school chemistry. Professor Smith and staff.

The important principles and concepts of inorganic and organic chemistry are covered with special consideration of the chemistry of foods. The second term places the emphasis on organic and colloid chemistry with laboratory exercises in the experimental study of foodstuffs.

Food Preparation

Food Preparation. (Hotel Administration 220.) Credit three hours. Required. Prerequisites, Hotel Administration 101 or its equivalent; Hotel Administration 206 is desirable. Professor Ericson and Mr. Herrmann.

An advanced foods course which gives experience in current methods and principles of food preparation, nutritive value, variety and garnish of foods adapted to hotel and restaurant service. Special emphasis is placed on small and large quantity recipe development.

Classical Cuisine. (Hotel Administration 202.) Credit two hours. Hotel elective. Prerequisite, Hotel Administration 201 or equivalent experience.

International hotel cuisine is systematically presented in this course. The correct utilization of the animal carcass and of plant life is demonstrated through the skillful preparation of a great variety of food.

The emphasis is on unusual appetizers, fish, shellfish, other entrees, poultry, and game, with the appropriate garnishing and some exhibition desserts. The student has the opportunity to observe preparation skill in detail, participate, write recipes, watch correct service, and taste the prepared food.

Smorgasbord. (Hotel Administration 203.) Credit two hours. Hotel elective. Prerequisite, Hotel Administration 201.

The laboratory consists of planning, requisitioning, preparing, and serving the food for an elaborate buffet in Statler Inn. In discussion periods principles and methods applied, with emphasis on quality, cost control, use of available facilities, labor, skill, and equipment for a profitable operation are reviewed. The student has the opportunity to taste and criticize the food prepared.

International Hotel Cuisine. (Hotel Administration 205.) Credit three hours. Hotel elective. Open to upperclassmen and graduates. Professor Bernatsky.

International hotel cuisine is systematically presented. The correct utilization of the animal carcass and of plant life is demonstrated through the skillful preparation of a wide variety of food. The student has the opportunity to observe preparation skill in detail, write recipes, watch correct presentation and service, and taste the prepared food.

Catering for Special Functions. (Hotel Administration 254.) Credit two hours. Hotel elective. Professor Bernatsky.

The systematic presentation of catering to special functions. Emphasis is placed on maximum sales potential through use of existing facilities. Lectures and demonstrations on banquet layout, menus, service, and sales.

Sanitation in the Food Service Operation. (Hotel Administration 221.) Credit one hour. Hotel elective. Mr. Rappole.

The causes and prevention of food poisoning are stressed. Included are the aesthetic, moral, and legal responsibilities involved in presenting sanitary food to patrons as well as the profit and loss factors. Emphasis is placed on the current problems confronting the industry with recent food developments as they relate to sanitation.

Menu Planning.* (Hotel Administration 124.) Credit one hour. Hotel elective.

Principles of menu planning for hotels, restaurants, clubs, and institutional service, with emphasis on history and development, types and uses, format and production, and pricing.

Food Purchasing

Managerial Aspects of Purchasing. (Hotel Administration 118.) Credit two hours. Hotel elective. Open to juniors and seniors. Associate Professor Christian.

* Courses marked with an asterisk are given in alternate years or as the demand requires. Other courses are ordinarily given at least once a year, but in any case offerings are adjusted to the requirements.

First-year students learn both small and large quantity food preparation and service. In an elementary Food Management class (opposite), Professor Vance A. Christia demonstrates how stock is made from browned beef bones. The containers to his right hold commercially prepared stock and sauce bases.



Advanced food management students actually manage a school cafeteria serving 200 students. Each, as manager, takes turns in planning the menu, issuing purchase orders, and supervising food preparation and service. He also prepares a profit statement to "ownership" and delivers an oral report on his operation. In the photograph, Commander Leslie E. Bond, U.S.N. (Ret.), conducts a managerial critique as the instructor.



36 Food Service Management

Survey of the problems of purchasing meat, fish, poultry, canned products, fresh and frozen produce, dishes, and utilities. Speakers are leading managers and purveyors from the commercial food industry. In addition to lectures and class presentation, careful study is given to the writing of a purchasing manual and to a tour of current markets.

A Survey of Convenience Foods. (Hotel Administration 204.) Credit two hours. Hotel elective. Prerequisites, Hotel Administration 101, 214, 215 and permission of the instructor. Associate Professor Christian.

Methods of food preservation are reviewed with special emphasis on the place of prepared foods in the commercial food operation. The student serves and evaluates prepared hors d'oeuvres, salads, soups, entrees, desserts and vegetables from the standpoints of quality, cost, and menu adaptability.

A two-day tour of convenience food restaurants and packing plants will be conducted.

Meat Science and Management. (Hotel Administration 206.) Credit three hours. Required. Professor Wanderstock.

Deals with the major phases of meat, poultry, and fish from the hotel, restaurant, club, and institutional standpoints; nutritive value, structure and composition, sanitation, selection and purchasing, cutting, freezing, portion control and specifications, cooking, carving, and miscellaneous topics. Required three-day field trip to visit purveyors in New York City included. Estimated cost for this trip ranges between \$30 and \$40.

Handling and Marketing Vegetables. (Vegetable Crops 212.) Credit three hours. Hotel elective. Professor Hartman.

Principles and procedures involved in the distribution, processing, and quality maintenance of vegetables from harvest to the ultimate consumer. Development, validation, and use, present and prospective, of instrumental measurements of color, texture, and flavor in vegetables. Specifications, purposes, and utilization of quality standards by food- and health-control governmental agencies, by food manufacturers, and by research organizations.

Economic Fruits of the World.* (Pomology 301.) Credit three hours. Permission of the instructor required to register. Hotel elective. Professor Smock.

The more important subtropical and tropical fruit species such as citrus, banana, mango, coffee, and cacao are dealt with. Morphology,

* Courses marked with an asterisk are given in alternate years or as the demand requires. Other courses are ordinarily given at least once a year, but in any case offerings are adjusted to the requirements.

physiology, and adaptation to climate are stressed rather than details of culture. A broad view of world pomology is given.

Food Research

Special Problems in Food. (Hotel Administration 353.) Spring term. Credit one hour. Permission of instructors required. Prerequisites, Hotel Administration 101, 220, 206, 214, 215, and 201. Professors Ericson and Wanderstock.

A seminar course for upperclassmen and graduate students designed to examine in detail various aspects of food and food service in hotels, restaurants, clubs, and related fields.

Related Courses in Other Colleges

Introductory Biochemistry. (Biochemistry 231.) Credit three hours. Prerequisites, Chemistry 104 or 108, or the equivalent. Professor Williams.

A brief survey of organic chemistry as related to biological compounds and a discussion of biochemical reactions associated with the metabolism of animals, plants, and microorganisms. Especially designed as a general course for four-year students.

Perspectives in Human Nutrition and Food. (Human Nutrition and Food 115A.) Credit three hours. Hotel elective. Assistant Professor Devine.

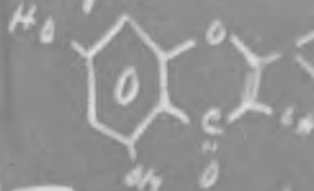
An introduction to the field of human nutrition and food focused on the mutual relationships between man and his biological and physical environment. Includes study of human nutritional needs; problems encountered in providing food to meet nutritional needs; relationships among man's physiological needs, his social-cultural system, his food, and the significance of these relationships to the attainment of health.

Human Physiology. (Biological Sciences 210.) Credit three hours. Prerequisite, previous courses, in either college or high school, in biology and in chemistry; Chemistry 108 or the equivalent.

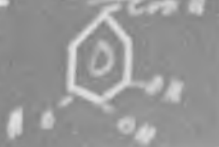
Basic concepts of human anatomy and physiology will be presented to provide the groundwork for the understanding of the functioning of the human body in health and disease. Emphasis will be placed on the relationship of human physiology to problems of public health and contemporary living. The individual system, such as cardiovascular, gastrointestinal, neurological, endocrine, renal, etc., will be discussed singly and in correlation with each other. Guest lecturers will be invited as appropriate.

Food chemistry courses enable students to deal effectively with the technical aspect of food preparation. Professor Laura L. Smith is explaining the molecular structure of water-soluble pigments in fruits and vegetables.

Intercycles
(b) flavones, flavanols - colorless poly
polyphenols



IV Tannins



38 Language, Communication, and Cultural Courses

Hospital Administration

Students enrolled in the School of Hotel Administration who look forward to working in the hospital field may enroll in courses offered in Cornell's Sloan Institute of Hospital Administration, which is supported by a grant of \$750,000 from the Alfred P. Sloan Foundation. Complete details of the courses are given in the *Announcement of the Graduate School of Business and Public Administration*.

Hospital Food Service Administration. (Hotel Administration 223.) Credit two hours. Hotel elective. Open to seniors and graduate students.

A comprehensive course relating food service operation to general hospital management. Lectures cover hospital organization and the importance of dietary programs; management of the dietary department; food service oper-

ation and control. Instruction is given by personnel provided by the American Hospital Association, the American Dietetic Association; the New York State College of Agriculture; the Sloan Institute of Hospital Administration, College of Business and Public Administration; Automatic Retailers of America; and the School of Hotel Administration.

Housekeeping Administration

Students who graduate from the School of Hotel Administration have covered the basic instruction which qualifies them to become executive housekeepers. Several graduates, most of them women, are administrative housekeepers in large hotel systems. To the School's regular curriculum, it is suggested that students wishing to obtain further knowledge of textiles add courses made available in the College of Human Ecology.

During the summer, the School provides several short courses approved by the National Executive Housekeepers' Association, which lead to professional certification by that organization.

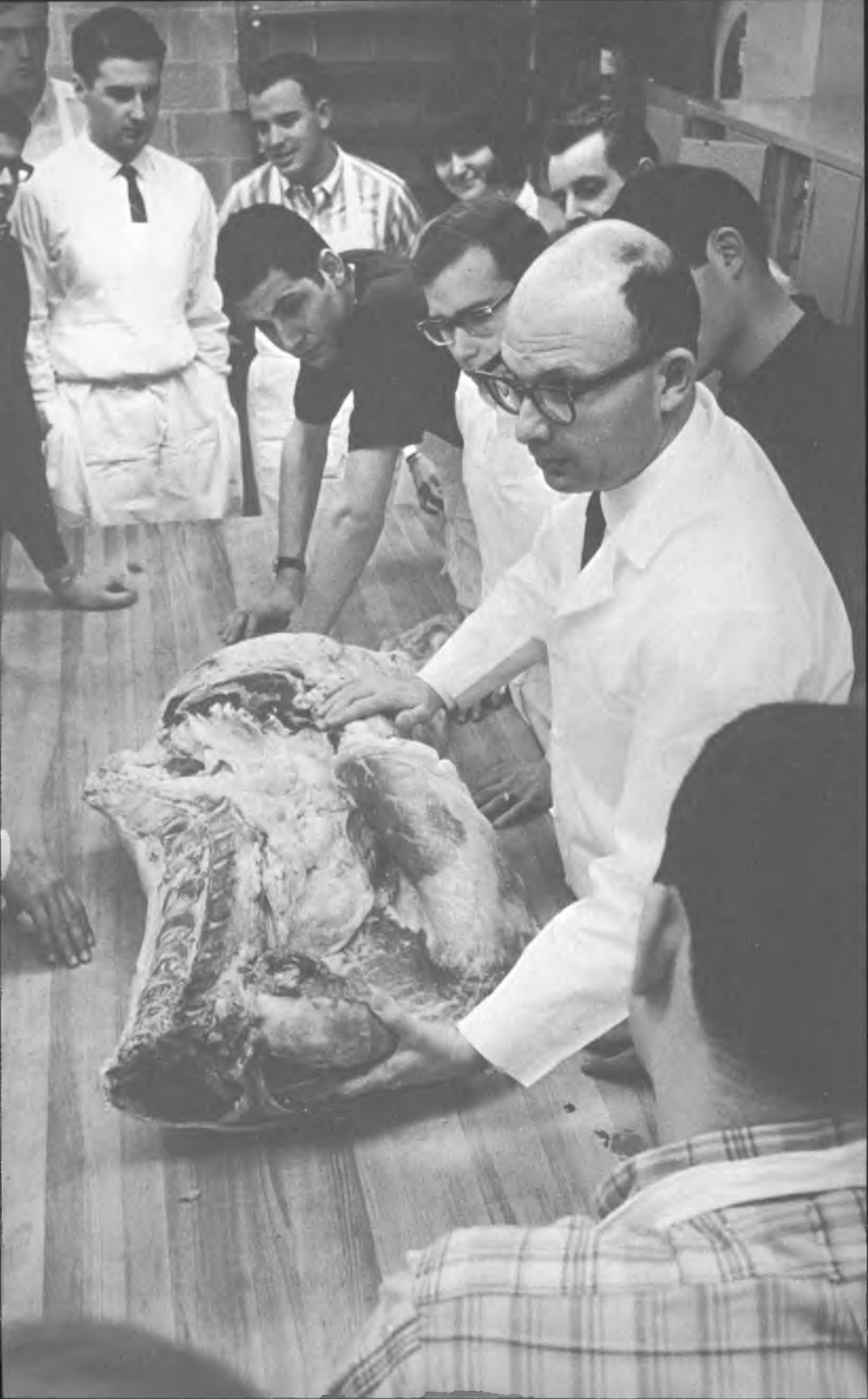
Interior Design

The elements of interior design are included as part of two advanced courses in Properties Management—*Seminar in Hotel Construction and Renovation* and *Seminar in Hotel Lighting and Color*—for which the course content and prerequisites for enrollment are given on p. 42. Students may also count as free electives certain elementary courses in design offered by the Department of Design and Environmental Analysis of the College of Human Ecology.

Language, Communication, and Cultural Courses

An extensive variety of courses in communication, in the fluent use of foreign language, and in cultural courses, is open to election by hotel students. Thus students are encouraged to acquaint themselves with other disciplines by taking full advantage of the 24 free elective hours of the 120 hours required for graduation. Full details of the courses open to hotel students will be

Menus are built around meat, poultry, and fish. Professor J. J. Wanderstock explains the relative desirability of the various cuts which can be made from a beef hindquarter.



40 Military Training

found in the *Announcements of the College of Arts and Sciences; College of Architecture, Art, and Planning; College of Human Ecology*; and in special programs organized each year such as the Program on Science, Technology, and Society.

The Freshman Humanities Program

To replace its traditional freshman English composition program of six hours credit, the University has recently inaugurated a series of small discussion and writing courses in the humanities which are conducted jointly by ten departments in the College of Arts and Sciences. The aim of the new program is twofold: to offer the incoming student a wide variety of subjects from which to choose, and to provide him with the opportunity of relating his written assignments directly to the subject areas which primarily interest him. The courses are uniform only in the sense that all of them require intensive practice in composition and that the enrollment in each section is limited to twenty students.

To satisfy the Freshman Humanities requirement, each student must elect any two (but no more than two) of the courses. Each student is expected to enroll in one of these courses during the fall semester and in another during the spring semester of his first year of residence. Each course carries three hours of credit. A course used in satisfying the Freshman Humanities requirement may not be used in satisfying the Distribution or language requirement. Supplementary information about the program and specific instructions about registration procedures will be mailed separately to all incoming freshmen in April or May.

Oral Communication. (Communication Arts 301.) Credit three hours. Fall term limited to juniors and seniors; spring term open to sophomores, juniors and seniors. Professor Freeman, Associate Professor Martin and Assistant Professor Barwind.

Military Training

As a land grant institution chartered under the Morrill Act of 1862, Cornell has offered instruction in military science for more than ninety years. This instruction is provided through the ROTC programs of the three military departments, the Army, the Navy, and the Air Force.

The ROTC programs offer to a male student the opportunity to earn a commission while he is completing his education, thus enabling him to fulfill his military commitment as an officer rather than through the draft. To obtain a commission in one of the armed services, a student must complete a four-year course of study in an ROTC program and meet certain physical and mental requirements. Upon graduation, he then receives a commission and

Training and experience in the theory, preparation, presentation, and evaluation of oral topics. Designed to encourage interest in public affairs and to develop self-confidence. Individual appointments are scheduled to counsel the students in principles of effective self-expression.

Foreign Languages

The mastery of a foreign language is a mark of a well-educated man or woman. For the hotelman a second language is particularly desirable. At Cornell the foreign languages are taught by modern methods that place special emphasis on speaking and understanding the spoken language. The daily classes are kept small. Native speakers and playback machines are extensively used.

French, Elementary Course. (French 101.)
Credit six hours.

German, Elementary Course. (German 101.)
Credit six hours.

Italian, Elementary Course. (Italian 101.)
Credit six hours.

Japanese, Elementary Course. (Japanese 101.)
Credit six hours.

Portuguese, Elementary Course. (Portuguese 101.) Credit six hours.

Russian, Elementary Course. (Russian 101.)
Credit six hours.

Spanish, Elementary Course. (Spanish 101.)
Credit six hours.

serves a required tour of active military service. Participation in ROTC is voluntary. Interested students must enroll in the *fall term of the freshman year*, since four years of ROTC are required to qualify for a commission. Detailed information concerning the ROTC programs is provided in a separate *Announcement, Officer Education*.

Physical Education and Athletics

The distinctive feature of athletics and physical education at Cornell is the de-emphasis of the spectator sports like big-time varsity football, and the emphasis on participation by the average student in all-around varsity and intramural sports. The objective is to get every student into an athletic activity of some sort rather than to develop a small group of varsity athletes.

All undergraduates must take four terms of work in physical education. Ordinarily, the requirement must be completed in the first two years of residence; postponements are to be allowed only by consent of the University Faculty Committee on Requirements for Graduation. The requirement in physical education is described in further detail in the *Announcement of General Information*. The courses offered are described in publications made available to students by the Department of Physical Education.

Cornell supports an unusually wide range of intercollegiate sports, twenty-nine in all, five more than the average Ivy League institution and twice as many as most state institutions. Cornell furnishes the equipment and uniforms for these teams and provides the supervision, the coaches, the officials, the playing fields, and the travel expense. But comprehensive as is the intercollegiate activity, it is completely overshadowed by the less formal, but more interesting and healthful, intramural program. Under this program 1,556 contests in twenty sports among 651 teams organized into sixty-five leagues were held during the fall, winter, and spring of 1969–1970. Over 10,000 participants were involved. This extensive intramural program brings hundreds of students onto the playing fields every afternoon where the emphasis is less on the score than on having wholesome fun and exercise out of doors.

Hotel students field a number of teams representing the School for intramural competition on the campus, and most of them as individuals appear at one time or another on interfraternity or interdormitory teams.

Properties Management

For instruction in the field of hotel, motel, and restaurant physical facilities management, the entire building is used as a large laboratory. In addition Statler Hall has especially designed and equipped lecture rooms, two drafting rooms, and three especially equipped laboratories, all used exclusively for studying, demonstrating, and testing the mechanical equipment and building components typically used in hotels and restaurants.

A variety of scale models and prints of many actual building floor plans, guest room arrangements, dining room seatings, and kitchen layouts are utilized in the laboratory work on building construction and operation. Equipment includes fire fighting equipment, full-size bathroom units, plumbing fix-

42 Properties Management

tures, pipe fitting equipment, hot water heaters, air conditioning, fan equipment, an oil-fired boiler, motor generator sets, alternating and direct current motors, electrical control equipment, wiring devices, meters, illumination equipment, and mechanical refrigeration testing units including compressors, condensers, and refrigeration controls. Plans and specifications, as well as catalogs, are used for supplementary references in hotel and motel planning.

In properties management, a total of twelve hours is the required minimum consisting of four three-hour courses. Courses in properties management chosen beyond the twelve total required hours may be counted as Hotel electives. See Food Facilities Engineering section for additional courses in restaurant and kitchen planning. The recommended sequence for continuity of instruction is:

	<i>Fall Term</i>	<i>Spring Term</i>
Second Year (either term)	P.M. 460	P.M. 460
Third Year	P.M. 462	P.M. 463
Third or Fourth Year	P.M. 464	
Fourth Year Only	P.M. 265, 466	P.M. 466, 468
<i>Instruction by Professors Compton, Broton, Chase, Bangs; Mr. Cole; and assistants.</i>		

Fundamentals of Facilities Management. (Properties Management 460.) Credit three hours. Required.

Basic architectural and mechanical graphics including freehand sketching. Drafting fundamentals are employed. Interpretation of graphical presentation and technical communication, including specifications of material selection, as related to hotel and restaurant problems.

Mechanical and Electrical Problems I and II. (Properties Management 462-463.) Credit three hours each term. Prerequisite, Properties Management or Hotel Engineering 461. Must be taken in fall-spring sequence. First term prerequisite to second. Required.

Restaurant Planning and Construction. (Properties Management 464.) Credit three hours. It is suggested that this course be taken after Properties Management 463, although students entering the School during the spring term with advanced standing, or other qualified nonhotel students, may also register in this course with permission of the instructor.

Materials and methods of building, construction, repair, and maintenance. Kitchen equipment and layout. Emphasis is on trade practices, building codes, cost estimation, and management responsibility in working with professional planners.

Seminar in Hotel Planning. (Properties Management 265.) Credit three hours. Limited to seniors and graduates in good academic standing. Prerequisite, Properties Management (or Hotel Engineering) 463.

A project course in design of the layout for a proposed hotel, from feasibility study through plans and specifications, emphasizing site solution, floor plans, guest room layouts, and the selection and arrangement of equipment in all of the various departments.

Seminar in Hotel Guest Room Design, Construction and Renovation. (Properties Management 466.) Credit three hours. Prerequisite, Properties Management (or Hotel Engineering) 463.

A project course examining in depth the problems related to construction, renovation design, and decor of hotel guest rooms.

Seminar in Hotel Lighting and Color. (Properties Management 468.) Credit three hours. Prerequisite, Properties Management (or Hotel Engineering) 463. This course is offered when there is sufficient demand. Permission of the instructor required prior to registration.

A project course examining in depth the theory and application of light and color to hotel and restaurant situations.

Current trends in guest room design are analyzed in a student seminar. The three dimensional mockup of room and bath in quarter size is designed to provide maximum living space within the area.



Student Activities

Students enrolled in the four-year course in hotel administration are members of the Cornell University undergraduate body. As such they participate in all the customary student activities; they represent the University on athletic teams, are members of the musical clubs, are cadet officers in the three Reserve Officers Training Corps, and hold office on the boards of student publications. They are eligible to membership in the social fraternities and in the appropriate honorary fraternities.

Hotel students also conduct among themselves a number of special enterprises in addition to those of the University as a whole. Every student is eligible to membership in the Cornell Hotel Association. By student election, upperclassmen who distinguish themselves in student projects win memberships in Ye Hosts, the recognition organization of the School. Ye Hosts acts as a reception committee for the new students and for visiting hotelmen.

Under the auspices of the Cornell Hotel Association, informal teams are organized to represent the School in intramural sports, a predominant feature of Cornell athletic activity. The annual Hotel Ezra Cornell weekend is a project in which the students organize and finance a hotel operating company, take over Statler Hall, and open and run it as a hotel with all the appropriate ceremony. They organize without faculty assistance a regular three-day convention program, including symposia, workshops, and addresses with an appropriate concomitant array of social events, receptions, breakfasts, luncheons, buffets, cocktail parties, and dinners, for which all the planning, preparation, and service are student projects executed with the with the greatest finesse. In attendance are the presidents of the leading group hotel and restaurant organizations; and the chief executives, operators, and managers of hotels, restaurants, and institutions of all types.

In 1969, the Cornell Hotel Association initiated a series of student-industry seminars. During the first seminar, students met with officers of the American Hotel & Motel Association and leaders of major hotel systems to learn first hand of industry's objectives and problems. During the second seminar, they met with officers of the National Restaurant Association and with executives of leading food service organizations. Among the developments proposed by industry is a management internship for senior students which will involve a combination of job experience with classroom studies.

Each year a group of upperclassmen attends the convention of the New York State Hotel Association, visits the National Hotel Exposition, and makes a tour of inspection of metropolitan hotels. Groups also attend the National Restaurant Association Convention/Midwest International Hotel & Motel Show in Chicago, the New England Exposition in Boston, and the Canadian Hotel and Restaurant Exposition in Toronto. The students participate in social functions associated with the conventions. With the alumni organization the

Cornell Society of Hotelmen they entertain at smokers and receptions the hotelmen who are attending the conventions.

A chapter of the Junior Hotelmen of America, and junior chapters of Les Amis d'Escoffier, the Hotel Sales Management Association, and the Club Managers Association of America have been established in the student body.

Placement Service

More and more employers are seeking young people with specific training, experience, and interest. In cooperation with the Cornell Society of Hotelmen, the office of the School maintains an active and aggressive placement service to assist students in obtaining hotel jobs during the summer and to assist graduates in making contacts for permanent positions. A feature of the placement work is the development of numerous contacts between students and hotelmen through student-industry seminars, Hotel Ezra Cornell, and attendance at hotel conventions and similar functions. As a result, the students and graduates have an extensive acquaintance among prospective employers.

A number of hotel and restaurant organizations offer "internship" or "trainee" programs to the members of the junior and senior classes. While the details vary among the organizations, all the programs contemplate a year or more of training with experience in all the departments and with supplemental instruction. In some cases, no commitment is made by the employer or the trainee beyond the period of training. In others, more definite arrangements are made. Cooperating organizations have included Hilton Hotels, Hotel Corporation of America, I.T.T.-Sheraton Hotels, Inter-Continental Hotels, Stouffer's, Hot Shoppes, ARA-Slater, and Saga Food Service.

The School and its work are known to all important hotel and restaurant men. Many of these men contribute instruction either directly or through members of their staffs. Consequently, Cornell hotel graduates have been well received in the industry. Many of the graduates have themselves already attained posts of sufficient importance to enable them to place some of their younger associates. All these helpful contacts and the accomplishments of the graduates have contributed to the placement record of the School: over 98 percent employment of graduates throughout its history, including the depression years. All the graduates, every year, have had opportunities open to them.

A recent survey of the earnings of the graduates of the School indicates that their financial success is high in comparison both with that of the non-college graduate in the hotel field and with that of college graduates in many other fields where a degree is required. The average salary is about \$16,500. The average beginning salary is about \$7,900. Salaries reported range to over \$100,000.

The first Cornell hotel class was graduated in 1925 with eleven members. On July 15, 1969, there were 2,860 living graduates. Cornell graduates have given extensive leadership to their chosen profession. Henry A. Montague '34 is past president of the National Restaurant Association; Roy Watson, Jr. '48 is past president of the American Hotel & Motel Association; Louis E. Rogers '52 is past president of the Hotel Sales Management Association; Theodore W. Minah '32 is past president of the National College and University Food Services; and Edgar A. Whiting '29 is past president of the Association of

College Unions. Many of them are presidents of their respective state hotel and restaurant associations.

Similarly it will be noted that Cornell graduates are in highly responsible business positions with the large hotel groups: C. A. Bell, Jr. '49 is vice president of administration of Hilton Hotels International; J. Frank Birdsall '35 is president of Treadway Inns; H. L. Dayton '28 is president of Dayton Hotels; J. P. Duchscherer '36 is general manager of the Radisson Management Corporation; Paul Handlery is president of Handlery Hotels; L. P. Himmelman '33 is president of Western International Hotels; R. E. Holtzman '41 is president of Rockresorts; R. M. James '54 is vice president of Master Hosts International; L. H. Lee '30 is president of Lee Hotels Company; W. W. Lee, Jr. '36 is executive vice president and general manager of Howard Johnson's Motor Lodges; A. B. Merrick '30 is president of the Roger Smith Hotels; E. R. Milner '55 is president of Milner Hotels; Paul Sonnabend '50 is executive vice president of Hotel Corporation of America; Curt Strand '43 is president of Hilton International; J. B. Temple '38 is group senior vice president of Holiday Inns of America; M. C. Warfel '33 is vice president of Sheraton Hotels; and Roy Watson '48 is president of the Kahler Corporation.

Many of the country's noted individual hotels are managed, and many are owned, by Cornellians. In New York City, the St. Moritz is managed by J. N. Mados '49. In Washington, the Mayflower, by J. F. Craver '52 and the Hilton, by John Norlander '53. In Chicago, the Sheraton-Blackstone, by H. L. Rather '52. In St. Louis, the Chase Park Plaza, by Lee Schoenbrunn '40 and the Sheraton-Jefferson, by T. C. Deveau '27, who is also district manager for the Midwest Division of Sheraton Hotels. In Houston, J. P. Kelly '50 is vice president and general manager of the America; in Boston, R. W. Barger '56 is general manager of the Sheraton Boston; in Los Angeles, P. P. Fuller is general manager of the Sheraton West; in Honolulu, D. T. W. Ho '64 is executive vice president of the Ilikai; in New Orleans, A. A. Casbarian '62 is vice president and general manager of the Royal Orleans; and in Miami Beach, L. E. Rogers '52 is executive vice president of the Fontainebleau.

Many foreign hotels are managed by Cornellians: the Dome, Kyrenia; the Residency, Pretoria; the Macuto-Sheraton, LaGuaira; the Mainz Hilton, Mainz; the Schweizerhof and the Bristol-Kempinski, both in Berlin; the Hanko, Fredrikstad; the Imperial, the Shiba Park, and the Okura in Tokyo; the Empress, Hong Kong; the El Mansour, Casablanca; the Oberoi Inter-Continental, New Delhi; the Singapore Hilton, and numerous other hotels around the world.

Likewise, many restaurants are managed by graduates of the School. J. H. Baum '43 is president of Restaurant Associates Industries; E. S. Weber, Jr. '52 is president of A & W International; J. W. McLamore '47 is president of Burger King Corporation; F. A. Hahn '57 is vice president and general manager, Howard Johnson's Wholesale Division; P. C. Kilborn '50 is senior vice president, Host International; C. A. McDonald '55 is vice president of manufacturing, Stouffer Division of Litton Industries; B. M. Sack '61 is general manager of Howard Johnson's Fast Food Service Division; D. M. Kelly '63 is vice president of I.T.T.-Jacques Restaurants. Many other Cornellians hold executive positions in multiunit operations such as Marriott Corporation, Dobbs House, Marshall Field's Restaurants, and Pope Cafeterias.

48 Placement Service

Among the large industrial food service companies, H. A. Montague '34 is chairman of the board of Greyhound Food Management; R. D. Flickinger '47 is president of Service Systems Corporation; P. T. Yochum '48 is president of Servomation-Mathias; and Cornellians also hold executive positions in ARA-Slater and Automatic Canteen.

Important hospitals, such as the Medical Center for Cancer and Allied Diseases, are administered by Cornellians. College residence halls and dining facilities directed by Cornellians include those at Brown, Cornell, California, Duke, Harvard, Hawaii, Illinois, Minnesota, Pennsylvania, Princeton, San Francisco State, Stanford, Tennessee, Yale, and the Universities of Michigan and California at Los Angeles.

The contribution of Cornell hotel alumni to allied fields is also outstanding.

Hotels and Motels

Northeast

- Ahnert, D. W. '67, Manager, Fernwood Resort, Bushkill, Pennsylvania
Allis, A. B. '64, Project Planning Coordinator, HCA Hotels, Boston, Massachusetts
Amsden, B. C. '49, Innkeeper, Holiday Inn Downtown, Rochester, New York
Anagnost, C. J. '65, Manager, Collegetown Motor Lodge, Ithaca, New York
Anderson, I. P. '59, Assistant General Manager, Plaza Hotel, New York City
Arehart, G. L. '66, Manager, Sit 'n Bull Ranch, Warrensburg, New York
Auchter, Miss M. L. '63, Activities Director, Colton Manor Hotel-Motel, Atlantic City, New Jersey
Auchter, P. R. '60, Resident Manager, Colton Manor Hotel-Motel, Atlantic City, New Jersey
Bacon, R. H. '34, Manager, Shawnee Inn, Shawnee-on-Delaware, Pennsylvania
Baker, Miss K. L. '68, Food and Beverage Manager and Assistant General Manager, Charter House Hotel, Braintree, Massachusetts
Baker, Miss V. L. '47, Director of Housekeeping, Inter-Continental Hotels, New York City
Bantuvanis, G. M. '51, President and Managing Director, Hotel Gould, Seneca Falls, New York
Barbour, H. O., Vice President, Inter-Continental Hotels, New York City
Barger, R. W. '56, General Manager, Sheraton Boston Hotel, Boston, Massachusetts
Barnard, C. C. '50, Owner-Innkeeper, Hotel Augustan, Cobleskill, New York
Barnes, H. H. '58, Controller, Treadway Inns & Resorts, Rochester, New York
Battles, K. P. '49, Owner-Manager, Sea Crest Hotel, Falmouth, Massachusetts
Beach, D. E. '42, Vice President, Basin Harbor Club, Vergennes, Vermont
Behringer, G. F. '34, Owner-Manager, Shelter Island House, Shelter Island Heights, New York
Bell, C. A. '49, Vice President, Hilton Hotels International, New York City
Benetz, F. A., '64, Manager, Benetz Inn, Quakertown, Pennsylvania
Bennett, J. V. '47, Assistant to President, Hotel Pierre, New York City
Bennett, R. C. '40, Innkeeper, Treadway Inn, St. Davids, Pennsylvania
Bevier, R. H. '32, Manager, Baker Hotel, Chautauqua, New York
Biles, D. M. '52, General Manager, Skytop Lodge, Skytop, Pennsylvania
Birdsall, J. F., Jr. '35, President, Treadway Inns Corporation, Rochester, New York
Buzby, W. J., II '49, Secretary-Treasurer, Hotel Dennis, Atlantic City, New Jersey
Canas, J. Y. '66, Director of Advertising, Hotel Corporation of America, Boston, Massachusetts
Carr, J. J. '50, Vice President of Operations, Holiday Inn Division, Federated Home and Mortgage, Inc., State College, Pennsylvania
Clark, D. W. '55, Manager, Stratton Mt. Inn, Stratton Mt., Vermont
Coats, C. C. '33, Owner-Manager, Sherwood Inn, Skaneateles, New York
Coley, W. S., Jr. '51, National Sales Manager, Howard Johnson's Accommodation Group, New York City
Convery, L. P. '56, President, Harborside Inn, Edgartown, Massachusetts
Daesener, A. H. '33, Owner-Manager, American Hotel, Freehold, New Jersey
Davenport, R. W. '54, Innkeeper, The White Elephant, Nantucket, Massachusetts
Dee, J. C. '67, General Manager, Cranford Motor Lodge, Cranford, New Jersey
DiGiacomo, C. W. '67, Innkeeper, Holiday Inn of Syracuse Downtown, Syracuse, New York
Dixon, R. N. '60, Vice President and General Manager, Crawford House Resort, Crawford, New Hampshire
Dreier, F. '37, President, Dreier Hotels, New York City
Ebersol, W. R. '48, General Manager, Ritz-Carlton, Boston, Massachusetts

- Evatt, F. G., Jr. '34, Manager, Howard Johnson Motor Lodge, Bordentown, New Jersey
- Fairclough, D. A. '58, Owner-Operator, Cape Sojourn Motel, West Yarmouth, Massachusetts
- Fisher, F. X. '64, Vice President, Loew's Hotels Corporation, New York City
- Fischer, K. B. '56, Assistant Manager, Essex House (Marriott), New York City
- Fite, R. S. '50, Owner-Manager, Colonial Hotel, Cape May, New Jersey
- Fleming, K. W., Jr. '63, General Manager, Statler Hilton Inn, Williamsburg, Virginia
- Fuller, J. D. '29, Vice President, Hotel Management Division, Bing & Bing, Inc., New York City
- Geller, A. N. '64, Manager, Granit Hotel & Country Club, Kerhonkson, New York
- Goff, J. B. '39, Vice President, Treadway Inns, Rochester, New York
- Gorman, T. H. '49, General Manager, DeWitt Clinton Hotel, Albany, New York
- Grossinger, P. L. '36, President, Grossinger's Grossinger, New York
- Guleserian, W. '60, Managing Director, Sheraton Commander, Cambridge, Massachusetts
- Gurney, F. H. '46, Northeast Division Manager, Sheraton Corporation of America, Boston, Massachusetts
- Hall, S. S. '56, Vice President, Staff Activities, Sheraton Corporation of America, Boston, Massachusetts
- Hammond, N. G. '65, Personnel Manager, Hilton International, New York City
- Harned, W. H. '35, President, Holiday Inns of Greater Philadelphia, Philadelphia, Pennsylvania
- Harney, J. D. '56, General Manager and Treasurer, White Hart Inn, Salisbury, Connecticut
- Harp, P. P. '60, Vice President and General Manager, Tuckahoe Inn, Marmora, New Jersey
- Healy, J. G. '47, Manager, Hotel Syracuse Country House and Northway Inn, Syracuse, New York
- Herrmann, Walter '52, General Manager, Statler Inn, Ithaca, New York
- Holtzman, R. E. '41, President, Rockresorts, Inc., New York City
- Jacob, R. M. '47, Managing Director, The Summit Hotel, New York City
- Johnston, J. L. '39, Manager, Hotel Lenhart, Bemus Point, New York
- Keating, R. M. '63, Vice President-General Manager, Jack O'Lantern Motor Resort, Woodstock, New Hampshire
- Kellogg, B. F. '40, Resident Manager, Pocono Manor Inn, Pocono Manor, Pennsylvania
- Kerbel, A. S. '56, Innkeeper, Holiday Inn East, Binghamton, New York
- Koopmann, N. P. '53, Innkeeper, Treadway Inn, Lebanon, Pennsylvania
- Kummer, G. J. '56, Manager, Data Processing Division, Treadway Inns Corporation, Rochester, New York
- LaForge, C. A., Jr. '57, President, Wayfarer Inns, Rhinebeck, New York
- LaForge, Mrs. S. A. '57, Auditor, Wayfarer Inns, Rhinebeck, New York
- Langley, J. A. '51, General Manager, Howard Johnson's Motor Lodge, Springfield, New Jersey
- Lee, W. W., Jr. '36, Executive Vice President and General Manager, Howard Johnson's Motor Lodges, New York City
- Lord, J. G. '44, General Manager, Holiday Inn, City Line, Philadelphia, Pennsylvania
- Mace, Mrs. H. L. '58, Vice President, Lookout Hotel, Ogunquit, Maine
- Mados, J. N. '49, Vice President and General Manager, St. Moritz Hotel, New York City
- Maksik, I. B. '59, Manager, Singers Hotel, Spring Valley, New York
- Malamut, G. P. '54, President, National Inns, Ltd., Atlantic City, New Jersey
- Malamut, L. J. '49, Vice President of the Board, National Inns, Ltd., Atlantic City, New Jersey
- McNamara, P. J. '35, Executive Vice President, Holiday Inns of Greater Philadelphia, Pennsylvania
- McWilliams, J. W. '53, Owner-Manager, Bromley House, Peru, Vermont
- Merrick, A. B. '30, President and Managing Director, Roger Smith Hotels, New York City
- Miller, R. L. '49, Innkeeper, Holiday Inn, Boston, Massachusetts
- Mino, R. G. '50, Eastern Regional Director, Howard Johnson's Motor Lodges, New York City
- Mitroff, A. P. '42, President and Managing Director, Brandon Inn, Brandon, Vermont
- Molter, R. '56, General Manager, Quality Courts-Hasbrouck Heights Motel Corporation, Hasbrouck Heights, New Jersey
- Morris, A. E. '31, Owner-Manager, American Hotel, Bethlehem, Pennsylvania
- Morrison, J. A. '30, Director, Sales and Advertising, Holiday Inns of Greater Philadelphia, Pennsylvania
- Parmelee, E. C. '59, Assistant Director of Furnishings, Loew's Hotels, New York City
- Pavelka, M. '58, President, Tennanah Lakeshore Lodge, Rcscoe, New York
- Peterson, E. J. '62, General Manager, Nautilus Motor Inn, Woods Hole, Massachusetts
- Pickel, R. D. '40, Tour Manager, U.S.A., Inter-Continental Hotels Corporation, New York City
- Plank, G. C. '68, Director of Marketing, Food and Beverages, Sheraton Corporation, Boston, Massachusetts
- Potter, J. A., Jr. '33, Convention Manager, Hotel McAlpin, New York City
- Potter, J. E. '54, Vice President, ONA Hotel Corporation, New York City
- Pottle, G. W. '41, Manager, Shoreham Hotel, Spring Lake, New Jersey
- Prince, C. O., Jr. '50, Manager, Allegheny Motor Inn, Coraopolis, Pennsylvania

50 Placement Service

Ranchil, K. A. '49, Innkeeper, Treadway Inn, Niagara Falls, New York
 Read, J. L. '38, General Manager, Fairfield Motor Inn, Fairfield, Connecticut
 Rogers, J. B. '38, Vice President and Supervising Innkeeper, Holiday Inns of America, Moorestown, New Jersey
 Roland, P. F. '49, President, Lakeside Motor Inn, Lake Placid, New York
 Rosen, H. '61, Resident Manager, Statler-Hilton Hotel, Buffalo, New York
 Rueck, K. A. '62, Manager, New Hyde Park Inn, New Hyde Park, New York
 Saeger, E. J. '51, Owner-Manager, Edison Hotel, Rochester, New York
 Saltz, S. V. '65, Assistant Manager, Saltz Hotel, Mt. Freedom, New Jersey
 Scott, N. C. '63, Operator, Scott's Motel and Downtowner Motor Hotel, Erie, Pennsylvania
 Seipt, R. A. '67, Innkeeper, Holiday Inn, Leominster, Massachusetts
 Sinclair, J. G. '48, Manager, Roger Smith Hotel, White Plains, New York
 Slutsky, C. A. '62, Manager, Nevele Country Club Hotel, Ellenville, New York
 Slutsky, C. R. '62, Manager, The Fallsview Hotel, Ellenville, New York
 Smith, J. B. '31, Owner-President, Wentworth-by-the-Sea, Portsmouth, New Hampshire
 Smith, M. C. '32, President, Prestige Motor Inns, Inc., King of Prussia, Pennsylvania
 Smith, W. K. '61, Vice President, Operations, Prestige Motor Inns, King of Prussia, Pennsylvania
 Sonnabend, P. N. '50, Executive Vice President, Hotel Corporation of America, Boston, Massachusetts
 Speirs, R. E. '59, Manager, Hotel Taft, New York City
 Starke, R. M. '52, Senior Vice President, Hotel Division, Skychefs, Inc., New York City
 Stearns, T. P. '69, Innkeeper, Holiday Inn at Exit 39, Syracuse, New York
 Stephen, W. J. '58, Owner-Manager, Homestead Inn, Greenwich, Connecticut
 Strand, C. R. '43, President, Hilton International Company, New York City
 Straube, D. K. '62, Regional Food Service Director, Loew's Hotels, New York City
 Stukenberg, L. R. '61, Assistant to General Manager and Director, Sales and Public Relations, The Otesaga Hotel, Cooperstown, New York
 Tibbetts, J. R. '61, Owner-Operator, Ancient Mariner Motor Inn, York Beach, Maine
 Trimble, W. N. '58, Rooms and Reservations Manager, Bellevue-Stratford Hotel, Philadelphia, Pennsylvania
 Vail, B. D. '65, Assistant Manager, Toll House Inn, Stowe, Vermont
 Vanden Heuvel, R. '40, Night Manager, Biltmore Hotel, New York City
 Van Duzer, W. H., Jr. '43, Owner-Operator, Prince Hotel, Tunkhannock, Pennsylvania
 Venetos, J. S. '65, Manager, Deerfield Inn, Deerfield, Massachusetts

Walker, D. C. '57, Innkeeper, Holiday Inn, Springfield, Massachusetts
 Warfel, M. C. '33, Vice President, Sheraton Corporation of America, Boston, Massachusetts
 Webb, E. B. '56, Manager, Princeton Inn, Princeton, New Jersey
 Whitehead, D. E. '64, Director of Marketing and Finance, Hilton Inns, Inc., New York City
 Whitman, F. C. '40, Owner-Manager, Silvermine Tavern, Norwalk, Connecticut
 Wikoff, J. H. '48, Owner-Operator, Sun & Ski Inn, Lake Placid, New York
 Wright, Miss M. R. '45, Manager, The Lord Jeffrey, Amherst, Massachusetts
 Young, A. W., Jr. '52, Manager, Harborside Inn, Edgartown, Massachusetts
 Zugger, R. A. '57, General Manager, Statler-Hilton Hotel, Buffalo, New York

Southeast

Barnes, P. D. '64, Director of Sales, Marriott Motor Hotel, Atlanta, Georgia
 Batchelder, W. P. '34, Manager, Williamsburg Lodge, Williamsburg, Virginia
 Bennet, T. W. '59, Vice President of Operations, Interstate Motor Hotels, Ocala, Florida
 Bergmann, W. J. '54, General Manager, Executive Park Motel, Atlanta, Georgia
 Bersbach, J. M. '49, General Manager, Howard Johnson's Motor Lodge, Wheaton, Maryland
 Bond, W. '40, Owner-Manager, Bond Hotels, St. Petersburg, Florida
 Brindley, J. T. '34, Manager, Holiday Inn, Hampton, Virginia
 Broadhead, J. D. '61, Convention Manager, The Statler Hilton Hotel, Washington, D.C.
 Casbarian, A. A. '62, Vice President-General Manager, Royal Orleans Hotel, New Orleans, Louisiana
 Clark, D. F. '54, Vice President, Operations, The Queen Elizabeth, Fort Lauderdale, Florida
 Clark, E. K. '37, District Director, Holiday Inns, Charleston, South Carolina
 Cole, J. W. '30, Vice President-General Manager, Sheraton Adventure Inn, Hilton Head Island, South Carolina
 Craighead, G. F., Jr. '49, Vice President-General Manager, William Hilton Inn/Sea Pines Plantation, Hilton Head Island, South Carolina
 Craver, J. F. '52, Vice President-General Manager, Mayflower Hotel, Washington, D.C.
 Davis, D. M. '47, Managing Director, Tides Hotel & Bath Club, St. Petersburg, Florida
 Davis, G. H. '42, Owner, Aeolus Motel, Virginia Beach, Virginia
 Dayton, H. L. '28, President-General Manager, Howard Dayton Hotels, Sanibel Island, Florida
 Decker, P. A. '54, Vice President-General Manager, Holiday Inn North, Lexington, Kentucky

Dunn, R. E. '48, Owner, Coquina on the Beach Motel, Sarasota, Florida
 Evensen, L. R. '66, Resident Manager, Sheraton Carlton, Washington, D.C.
 Ewald, K. R. '42, Owner, Belmont Motor Hotel, Natchez, Mississippi
 Fahey, J. S. '56, Secretary-Treasurer, International Hotel Management Company, Miami, Florida
 Firey, M. J., Jr. '28, President, Congress Hotel, Baltimore, Maryland
 Grice, W. W. '53, Vice President Sales, Hotel Division, Marriott Corporation, Washington, D.C.
 Hagler, A. W. '49, Innkeeper, Holiday Inn, Hattiesburg, Mississippi
 Hankoff, T. B. '43, General Manager, Miami Beach Hotels, Inc., Miami Beach, Florida
 Harned, I. A. '35, Vice President and Manager, Cloister Hotel, Sea Island, Georgia
 Hines, J. J. '61, Director of Sales, Marriott Twin Bridges Motor Hotel, Washington, D.C.
 Hougen, R. T. '35, Manager, Boone Tavern of Berea College, Berea, Kentucky
 Kappa, Mrs. M. '44, Assistant Manager in Charge of Housekeeping, The Greenbrier, White Sulphur Springs, West Virginia
 Kloeppel, R. III '64, Vice President, Kloeppel Hotels, Inc., Jacksonville, Florida
 Lieberman, H. '59, Director of Inn and Restaurant Development, The Rouse Company, Columbia, Maryland
 Machnij, G. E. '66, General Manager, Holiday Inn West, Winston-Salem, North Carolina
 McAlister, J. B. '61, Sales Director, Crystal City Marriott, Arlington, Virginia
 Moser, A. C. '40, General Manager, Carolina Inn, Chapel Hill, North Carolina
 Muzii, R. C. '59, Vice President, Sales, Hilton Plaza, Miami Beach, Florida
 Naughton, W. F., Jr. '63, Director of Sales, Roosevelt Hotel, New Orleans, Louisiana
 Nelson, R. C. '57, General Manager, Statler Hilton Hotel, Washington, D.C.
 Norlander, J. A. '53, General Manager, The Washington Hilton, Washington, D.C.
 Nottingham, C. D. '47, Vice President and General Manager, Finley Motels, Chapel Hill, North Carolina
 O'Connell, T. J. '52, General Manager, Bayshore Royal Hotel, Tampa, Florida
 Parker, H. '57, General Manager, Hollywood Beach Hotel, Hollywood, Florida
 Phillips, R. W. '49, General Manager, Horne's Motor Lodges, Atlanta, Georgia
 Price, L. A., Jr. '45, Manager, Shea's Tiki House Motel, Pensacola, Florida
 Rogers, L. E. '52, President, Fontainebleau Hotel, Miami Beach, Florida
 Rose, A. P. '53, Vice President-General Manager, Tremont Motor Inn, Cayce, South Carolina
 Rusnock, T. P. '57, Owner, The Marshalls, Virginia Beach, Virginia
 Ryan, M. O. '54, Vice President, Southern

Division, Marriott Motor Hotels, Washington, D.C.
 Sherman, M. '61, Resident Manager, Roosevelt Hotel, New Orleans, Louisiana
 Simonson, W. L. '66, Food and Beverage Manager, Holiday Inn, Ft. Myers, Florida
 Spear, J. W., Jr. '49, Vice President, Holiday Inns Food Systems, Memphis, Tennessee
 Speidel, W. C. '57, General Manager, Travelodge, Atlanta, Georgia
 Stephens, E. A., Jr. '63, Assistant Manager, The Tides Inn, Irvington, Virginia
 Stilwell, Mrs. D. '47, Vice President, Lauderdale Beach Hotel, Ft. Lauderdale, Florida
 Stoner, F. B. '67, Director of Marketing Services, Royal Orleans Hotel, New Orleans, Louisiana
 Stormont, R. M. '58, Resident Manager, Marriott Motor Hotel, Atlanta, Georgia
 Suiter, J. W. '58, Director of Sales, Marriott Motor Hotel, Key Bridge, Washington, D.C.
 Temel, W. D. '64, President, Temel Associates (Operator, Holiday Inns), Winston-Salem, North Carolina
 Temple, J. B. '38, Senior Vice President, Holiday Inns of America, Inc., Memphis Tennessee
 Trice, D. R. '63, Director of Corporate Planning, Marriott Corporation, Washington, D.C.
 Tullios, A. J., Jr. '53, Owner-Manager, Chateau Charles Motor Hotel, Lake Charles, Louisiana
 Walker, C. T. '69, Food and Beverage Director, New Orleans Hilton Inn, Kenner, Louisiana
 Warner, A. D. '55, General Manager, Belmont Motor Hotel, Natchez, Mississippi
 Westfall, H. E. '34, Innkeeper, Holiday Inn of Sarasota, Sarasota, Florida
 Woods, J. R. '56, Resident Manager, Marriott Twin Bridges Motor Hotel, Arlington, Virginia
 Wright, E. T. '34, Vice President and Managing Director, The Greenbrier, White Sulphur Springs, West Virginia

Midwest

Alexander, W. A. '36, Manager, Hotel Sawnee, Brookings, South Dakota
 Beaudry, L. L., Jr., '40, General Manager, Holiday Inn, Rolling Meadows, Illinois
 Boss, D. A. '43, Secretary-Treasurer, Boss Hotels, Des Moines, Iowa
 Bostrom, E. L. '37, General Manager, Boston Square Hotel Company, Cleveland, Ohio
 Brashears, E. L., Jr. '48, Executive Vice President, Drake Hotel, Chicago, Illinois
 Brooke, J. A. '57, President, Brooke Inns Inc., Franchisor of Holiday Inns, Skokie, Illinois
 Carroll, W. '31, General Manager, Fort Dearborn Hotel, Chicago, Illinois
 Chu, C. C. L. '58, Executive Vice President, Bel Air Motel, St. Louis, Missouri
 Cohee, J. J. '59, Manager, Stouffer's Riverfront Inn, St. Louis, Missouri

52 Placement Service

- Daniel, J. K. '58, Manager, Brown's Lake Resort, Burlington, Wisconsin
- Deveau, T. C. '27, Vice President and Midwest Division Manager, Sheraton Corporation of America, Sheraton Jefferson Hotel, St. Louis, Missouri
- Duchscherer, J. P. '36, General Manager, Radisson Management Corporation, Minneapolis, Minnesota
- Duffy, C. III '34, General Manager-Vice President, Neil House Motor Hotel, Columbus, Ohio
- DuMond, R. C., Jr. '42, General Manager, Stouffer's Oak Brook Inn, Oak Brook, Illinois
- Elsaesser, A. J. '49, General Manager, Carousel Inn, Cincinnati, Ohio
- Fanelli, J. G. '48, Food and Beverage Director, Kahler Corporation, Rochester, Minnesota
- Forlano, A. J. '68, Innkeeper, Holiday Inn of Cincinnati-North, Sharonville, Ohio
- Foster, E. F. '51, Personnel Manager, The Curtis Hotel, Minneapolis, Minnesota
- Gully, S. E. '56, Vice President and General Manager, The Radisson Hotel, Minneapolis, Minnesota
- Hall, A. E. '59, Owner-Manager, Guest House Motor Inn, Chanute, Kansas; Hallmark Motor Inn, Arkansas City, Kansas
- Jorgensen, E. L. '48, Director, Area Lodging Operations, Kahler Corporation, Rochester, Minnesota
- Kamfjord, J. E. '67, Regional Manager, Winegardner & Hammons Operations Inc. (Holiday Inns), Cincinnati, Ohio
- Kerfoot, B. T. '60, Co-Owner, Gunflint Lodge, Grand Marais, Minnesota
- Koplar, R. B. '64, Vice President, Chase-Park Plaza Hotel, St. Louis, Missouri
- Lang, R. M. '34, Manager, Kahler Hotel, Rochester, Minnesota
- Lose, H. F. '35, President, Hotel Jayhawk, Topeka, Kansas
- Martin, T. W., Jr. '32, General Manager, Hollenden House, Cleveland, Ohio
- Maurer, S. A., Jr. '57, Resident Manager, Sheraton-Ritz Hotel, Minneapolis, Minnesota
- McLean, W. D. '67, Executive Assistant Manager, Stouffer's Riverfront Inn, St. Louis, Missouri
- McNairy, W. D. '43, Senior Vice President, Inn Operations, Inc., Topeka, Kansas
- Milne, D. B. '56, President and Manager, Lodge at Eagle Knob, Cable, Wisconsin
- Milner, E. R. '55, President, Milner Hotels, Detroit, Michigan
- Murray, T. F. '60, Manager, Park Lane Hotel, Toledo, Ohio
- Nordahl, M. T. '50, General Sales Manager, Drake Hotel, Chicago, Illinois
- Pistilli, P. '54, President-General Manager, Alameda Plaza Hotel, Kansas City, Missouri
- Pothoff, F. W., Jr. '51, Owner, Minnewawa Lodge, Nisswa, Minnesota
- Powell, R. T. '53, Innkeeper, Holiday Inn East, Midwest City, Oklahoma
- Powers, E. P. '38, Manager, Powers Hotel, Fargo, North Dakota
- Rather, H. L. '52, Vice President-General Manager, Sheraton-Blackstone Hotel, Chicago, Illinois
- Ray F. J. '38, Owner-Manager, Ray Hotel, Dickinson, North Dakota
- Schimmel, M. K. '61, Resident Manager, Blackstone Hotel, Omaha, Nebraska
- Schmid, A. '42, General Manager, Hotel-Motel Division, Bates & Springer, Inc., Cleveland, Ohio
- Schoenbrunn, L. E. '40, Vice President-General Manager, Chase-Park Plaza Hotel, St. Louis, Missouri
- Smith, R., Jr. '32, Vice President, Parkway Inns, Milwaukee, Wisconsin
- Smith, W. R. '54, President, Your Host, Inc., Columbus, Ohio
- Souther, R. K. '53, Director, Motel Division, General Management Corporation, Des Moines, Iowa
- Squier, R. H. '57, Executive Vice President, Motorinn Management, Inc. (Carousel Inn), Cincinnati, Ohio
- Strang, D. W., Jr. '60, President, Howard Johnson's Motor Lodge, Skokie Illinois
- Timmerman R. L. '31 Food and Beverage Manager, Terrace and Netherland Hilton Hotels, Cincinnati, Ohio
- Tyo, R. '27, Manager, Imperial House, Findlay, Ohio
- Watson, R., Jr. '48, President-General Manager, The Kahler Corporation, Rochester, Minnesota
- Weir, A. J. '49, Executive Assistant Manager, Hollenden House, Cleveland, Ohio
- Witteborg, A. C. '33, General Manager, Beaumont Motor Inn, Green Bay, Wisconsin

West

- Brezinski, R. P. '68, Convention Manager, Arizona Biltmore Hotel, Phoenix, Arizona
- Callahan, W. G. '37, General Manager, Harrah's Hotel & Casino, Reno, Nevada
- Caselli, P. F. '59, General Manager, Lakeway Inn and Marina, Austin, Texas
- Chappell, P. K. '65, Executive Assistant Manager, Cosmopolitan Hotel, Denver, Colorado
- Crouch, C. '49, Owner-Operator, Palomar Hotel, Watsonville, California
- Friedli, O. F. '60, Resident Manager, Fairmont Hotel, Dallas, Texas
- Gee, T. W. '51, Owner-Manager, Washakie Hotel, Worland, Wyoming
- Heiss, R. H. '49, Manager, Rose Inn & Lodge, Crossett, Arkansas
- Hopkins, O. S., Jr. '48, Acting Director of Training and Personnel Development, Royal Coach Motor Hotels, Dallas, Texas
- Hospers, N. L. '48, General Manager, Worth Hotel, Fort Worth, Texas
- Just, P. O. '34, Owner-Manager, Skysail Lodge, Port Aransas, Texas
- Kelly, J. P. '50, Vice President-General Manager, Hotel America, Houston, Texas
- Mayo, J. B. '41, President, Mayo Hotel, Tulsa, Oklahoma

McGinn, J. P. '31, Manager, Park Central Motor Hotel, Phoenix, Arizona
 Metz, J. R. '55, Internal Auditor, Ramada Inns, Phoenix, Arizona
 Moore, C. A. '61, Owner-Manager, Thunderbird Motel, Boise, Idaho
 Noyes, R. S. '43, Vice President, Barshop Motel Enterprises, San Antonio, Texas
 Sawyer, J. E. '58, Food and Beverage Manager, Gulf Coast Ramada Inns, Monroe, Louisiana
 Shields, W. W. '33, Vice President, Double Tree Inns, Phoenix, Arizona
 Smiley, M. S. '57, Innkeeper, Holiday Inn of Boise, Boise, Idaho
 Sutherland, D. L. '48, Controller, International Hotel, Las Vegas, Nevada
 Thompson, A. G. '55, Innkeeper, Holiday Inn South, Little Rock, Arkansas
 Turner, F. M. '33, President, Cherry Creek Inn, Denver, Colorado
 Ward, A. L. '55, Director of Sales, Shamrock Hilton Hotel, Houston, Texas
 Wegner, N. E. '27, Owner-Manager, Cactus Motor Lodge, Tucumcari, New Mexico
 Wiegner, D. '58, Owner, Pomegranate Inn, Aspen, Colorado
 Wright, E. T., Jr. '58, Resident Manager, Marriott Motor Hotel, Dallas, Texas

West Coast

Antipapa, D. A. '64, General Manager, Marriott Inn, Belmont, California
 Austin, A. G. '33, President, Roosevelt Hotel, Seattle, Washington
 Barash, A. J. '49, Manager, Hyatt House Hotel, City of Commerce, Los Angeles, California
 Bell, R. T., Jr. '57, General Manager, Sheraton Universal Hotel, Los Angeles, California
 Brush, R. M. '34, Director, Motel Hotels Management, Travelodge Corporation, El Cajon, California
 Chiu, W. M. '66, Catering Manager, Washington Plaza Hotel, Seattle, Washington
 Degnan, R. P. '51, Director of Marketing, Master Hosts International, Beverly Hills, California
 Deveau, T. C., Jr. '58, General Manager, Burlingame Hyatt House, Burlingame, California
 Devoto, D. J. '50, Manager, Hilton Inn, International Airport, San Francisco, California
 Eicher, M. M., Jr. '60, Director of Administration, Master Hosts International, Beverly Hills, California
 Eydt, F. J. '52, Comptroller, Master Hosts International, Beverly Hills, California
 Flood, P. H. '62, San Francisco Regional Sales Manager, Western International Hotels, St. Francis Hotel, San Francisco, California
 Fortner, S. E. '65, Manager, Howard Johnson's Motor Lodge, Sherman Oaks, California
 Fuller, P. P. '53, General Manager, Sheraton West Hotel, Los Angeles, California
 Garvin, J. M. '49, Personnel and Labor Relations Director, San Francisco Hilton Hotel, San Francisco, California

Gawzner, W. P. '38, Owner, Miramar Hotel, Santa Barbara, California
 Gentner, A. W., Jr. '50, General Manager, Imperial Hotel, Portland, Oregon
 Handlery, P. R. '43, President, Handlery Hotels, San Francisco, California
 Himmelman, L. P. '33, President, Western International Hotels, Seattle, Washington
 Hubbsch, A. W. '51, Director, Food, Beverage, and Lodging, Master Hosts International, Beverly Hills, California
 Irwin, R. P. '33, Owner, La Valencia Hotel, La Jolla, California
 James, F. M. '50, Vice President, Glacier Western Corporation (Holiday Inns), Everett, Washington
 James, R. M. '54, Vice President of Operations, Master Hosts International, Beverly Hills, California
 Keithan, J. W. '50, Vice President, Western International Hotels, Seattle, Washington
 Knowlton, T. W. '56, Vice President and General Manager, Eureka Inn, Eureka, California
 Krakow, R. W. '48, Manager, Commodore Hotel, San Francisco, California
 Lansdowne, P. L. '50, General Manager, Secretary-Treasurer, Hotel Eugene, Eugene, Oregon
 Lee, L. H. '30, President, Lee Hotels Company, Newport Beach, California
 Lemire, J. P. '53, Manager, Design Department, Western Service and Supply Company, Western International Hotels, Seattle, Washington
 Lloyd, J. M. '44, President-General Manager, Hotel Californian, Fresno, California
 Mackenzie, G. F. '58, Director, Hotel-Motel Development and Management Division, Scope Corporation, Menlo Park, California
 Mallory, K. E. '52, Vice President, Western International Hotels, Seattle, Washington
 Marshall, T. C. '52, President, Continental Pacific Hotels, San Francisco, California
 McIntyre, J. T. '52, Owner-Manager, Lake Merritt Lodge, Oakland, California
 Mills, G. A. '54, General Manager, Country Squire Motel, Eugene, Oregon
 Nyerges, T. W. '58, Manager, Roy Rogers' Apple Valley Inn, Apple Valley, California
 O'Brien, E. J. '37, General Manager, Renton Inn, Inc., Renton, Washington
 Schneider, G. A. '52, Director, Personnel and Education, Western International Hotels, Seattle, Washington
 Seneker, C. J. '35, Owner-Manager, Anderson Hotel, San Luis Obispo, California
 Sherrill, S. M. '54, Director of Marketing, Newporter Inn, Newport Beach, California
 Shively, M. V. '53, Manager-Partner, The Claridge, Oakland, California
 Smith, J. D. '50, General Manager, Hilton Inn, San Diego, California
 Tiffany, B. D. '39, General Manager, Holiday Inn, Portland, Oregon
 Washburn, C. T. '61, Director of Operations, Hotel and Resort Division, Avco Community Developers, Inc., San Diego, California

54 Placement Service

Willard, P. N. '42, General Manager, Hotel Fresno, Fresno, California
Wood, W. D. '31, Owner-Operator, Robles del Rio Lodge, Carmel Valley, California
Woelf, C. E. '56, Sales Manager, Western United States, Hotel Corporation of America, Los Angeles, California

Hawaii

Benner, Miss C. L. '63, Director of Reservations, The Ilikai Hotel, Honolulu, Oahu
Blank, L. J. '51, Owner-General Manager, Hotel Tropic Isle, Waikiki, Oahu
Butterfield, R. H., Jr. '40, General Manager, Mauna Kea Beach Hotel, Kamuela, Hawaii
Child, W. D., Jr. '55, President, Inter-Island Resorts, Honolulu, Oahu
Garrett P. J. '57, Manager, Orchid Isle Hotel, Hilo, Hawaii
Guslander, L. L. '39, President, Island Holidays, Honolulu, Oahu
Hamlet, K. B. '66, Resident Manager, Ala Moana Hotel, Honolulu, Oahu
Herkes, R. N. '59, Vice President and Secretary, Inter-Island Resorts, Honolulu, Oahu
Ho, D. T. W. '64, Executive Vice President, Ilikai Hotel, Honolulu, Oahu
Keenan, Miss L. '46, Vice President, Hotel Operations, Pacific Basin Travel Systems, Honolulu, Oahu
Kim, D. S. '63, Food and Beverage Manager, Coco Palms Hotel, Wailua Beach, Lihue, Kauai
Lien, S. T. W. '68, Operational Controller, Kahala Hilton, Honolulu, Oahu
Puschin, D. A. '59, Food and Beverage Manager, Kauai Surf Hotel, Lihue, Kauai
Rinker, R. N. '52, Owner, Pali Palms Hotel, Kailua, Oahu; Executive Vice President, Hawaii Hotel Association, Honolulu, Oahu
Sun, P. B. '63, Manager, Makoha Inn and Country Club (Western International), Waianae, Oahu
Treadway, R. W. '41, General Manager, Sheraton Maui Hotel, Lahaina, Maui

Canada

Blanc, H. P. '54, Director, Career Development Institute, Hilton International, Montreal, Quebec
Brown, R. F. '50, Innkeeper, Hovey Manor, North Hatley, Quebec
Crosby, F. L. '47, Manager, Deer Lodge, Lake Louise, Alberta
Guite, J. C. '56, Owner-Manager, La Côte Surprise, Percé, Quebec
Irving, F. J. '35, Vice President in Charge of Development, Canadian Pacific Hotels, Royal York Hotel, Toronto, Ontario
McKay, G. B. '37, Innkeeper, Holiday Inn of Windsor, Windsor, Ontario
Olson, K. B. '52, Owner-Manager, Hotel Strathcona, Victoria, British Columbia

Pattison, W. B. '54, President, Delta Properties, Ltd. (Delta Hotels), Richmond, Vancouver, British Columbia
Sharpe, J. L. '65, Resident Manager, King Edward Sheraton, Toronto, Ontario
Tutt, W. B. '63, Executive Assistant Manager, Georgia Hotel, Vancouver, British Columbia
Zuber, J. R. '51, Manager, Walper Hotel, Kitchener, Ontario

Latin America

Bello, E. '64, General Manager, Hotel Cumanagoto-Cumana, Estado Sucre, Venezuela
DoMonte, F. A. '52, Director, Monte Hotels Ltd., Recife, Pernambuco, Brazil
DoMonte, L. L. '46, President, Monte Hotels Ltd., Recife, Pernambuco, Brazil
MacKinnon, W. H. '43, Vice President-General Manager, The Macuto Sheraton, La Guaira, Venezuela
Purcell, H. C. '55, General Manager, Hotel Portillo, Chile

Overseas

Advani, V. G. '64, Director, Taj Hotel, Karachi, West Pakistan
Aoki, S. '64, Managing Director, Sendai Central Hotel, Sendai, Japan
Bailey, L. G. '59, Managing Director, Paradise Island Hotel and Villas, Nassau, Bahamas
Bearing, J. R. '52, Vice President and General Manager, Emerald Beach Hotel, Nassau, Bahamas
Bijl, W. J. '66, Operations Analyst, European Division, Inter-Continental Hotels, Paris, France
Buch, D. N. '67, Management Services Director, Hotel Sonesta, Milano, Italy
Carrette, E. J., Jr. '61, Vice President and Director-General, Hoteles Biltmore de Guatemala (Western International Hotels), Guatemala City, Guatemala
Catsellis, A. C. '50, Managing Director, Catsellis Hotels, Ltd., Kyrenia, Cyprus
Chandler, R. P. '56, Resident Manager, Dorado Beach Hotel, Dorado Beach, Puerto Rico
Davies, C. V. '66, Manager, Sam Lord's Castle, Barbados, West Indies
Demetz, A. D. '59, Manager, Hotel Alpi, Bolzano, Italy
El-Boulaki, K. '60, Technical Manager, Grand Hotels of Egypt, Cairo, United Arab Republic
Engelhardt, C. '42, President, General Manager, Inverurie Hotel, Paget, Bermuda
Escarraga, O. V. '56, Manager, Karilagon Hotel Inc., Manila, Philippines
Faiella, J. P. '38, Owner-Manager, Waterlet Inn, Southampton, Bermuda
Foote, J. S. '64, President-General Manager, Empress Hotel, Kowloon, Hong Kong

- Furuta, K. '53, Managing Director, New Osaka Hotel, Osaka, Japan
- Gaafar, A. D. '57, Assistant Manager, Nile Hilton Hotel, Cairo, United Arab Republic
- Gamo, Y. '53, General Manager, The Pacific Gamo, Tokyo, Japan
- Georgiou, S. F. '65, Food and Beverage Manager, Cyprus Hilton Hotel, Nicosia, Cyprus
- Ghai, R. K. '66, General Manager, Hotel Natraj, Bombay, India
- Gordon, D. J. S. '52, Owner-General Manager, Warren Lodge, Shefferton, England
- Groeneveld, F. '31, Manager, Residency Hotel, Pretoria, South Africa
- Hacohen, E. '63, Banquet Manager, Hilton Hotel, Tel Aviv, Israel
- Halvorsen, M., Jr. '54, General Manager, Paraiso Marriott Hotel, Acapulco, Mexico
- Hollant, J. C. '60, Comptroller, Racquet Club Hotel, Santurce, Puerto Rico
- Hoshino, D. A. '58, Manager, Hoshino Hotel, Karuizawa, Japan
- Hsu, D. O. '69, Assistant to General Manager, Hotel Fortuna, Kowloon, Hong Kong
- Hulford, H. W. '45, Managing Director, Curtain Bluff Hotel, Antigua, West Indies
- Ide, T. '57, Managing Director, Fuji Lake Hotel, Funatsu, Japan
- Iizuka, T. '60, Comptroller, Ambarrukmo Palace, Jogjakarta and Samudera Beach Hotel, Pelabuhan Ratu, Indonesia
- Illiff, B. F. '61, General Manager, Fountain Valley Corporation, St. Croix, Virgin Islands of the United States
- Inumaru, I. '53, Managing Director, Imperial Hotel, Tokyo, Japan
- Inumaru, J. '55, President, Shiba Park Hotel, Tokyo, Japan
- Jennings, J. '55, Vice President-General Manager, Dorado Beach Hotel, Dorado Beach, Puerto Rico
- Jorgensen, S. E. '56, Vice President of Operations, Swiss Chalet Hotels, Santurce, Puerto Rico
- Kanaya, T. '68, Assistant to President, Kinugawa Onsen Hotel Co. Ltd., Tokyo, Japan
- Kawawaki, T. '64, Assistant Banquet Manager, Hotel Okura, Tokyo, Japan
- Kelly, R. F. '62, Management Services Director, Balmoral Club, Nassau, Bahamas
- Khanna, R. K. '62, Assistant Manager, Claridge's Hotel, New Delhi, India
- Kobayashi, K. '57, Managing Director, Marunouchi Hotel, Tokyo, Japan
- Kohda, H. '64, Planning and Advisory Manager, Hotel New Otani, Tokyo, Japan
- Krohn, J. H. '56, Owner-Operator, Fjellstolen Mountain Lodge, Reinli, Valdres, Norway
- Kusumoto, Y. '63, Assistant Manager, Takara Hotel, Tokyo, Japan
- LaFaurie, J. E. '50, Owner-Manager, Long Bay Hotel, Antigua, West Indies
- Lamba, P. S. '56, Executive Manager, Oberoi Inter-Continental, New Delhi, India
- Lim, E. H. '58, General Manager, The Singapore Hilton, Singapore
- Matysik, M. G. '62, General Manager, Mainz Hilton, Mainz, Germany
- Michel, O. G. '31, Director, Hotel Euler, Basle, Switzerland
- Mocquard, P. J. '55, General Manager, Compagnie des Grands Hotels d'Afrique, Casablanca, Morocco
- Munster, R. W. '62, General Manager, Bristol Hotel Kempinski, Berlin, Germany
- Odagiri, Y. '61, Front Office Manager, International Hotel Kyoto, Kyoto City, Japan
- Oppacher, H. '62, General Manager, Rama Hilton, Bangkok, Thailand
- Peelen, F. '64, General Manager, Hotel Inter-Continental, Nairobi, Kenya
- Prevost, J. E. '62, Executive Assistant Manager, Hotel Inter-Continental Paris, Paris, France
- Rodriguez, Mrs. S. A. '57, Manager, Hotel Excelsior, San Juan, Puerto Rico
- Rufe, R. K. '52, Vice President, Operations, Far Eastern Division, Inter-Continental Hotels Corporation, Bangkok, Thailand
- Ruth, D. C. '66, Resident Director, Golden Head Beach Hotel, Oracabessa, Jamaica, West Indies
- Saint-Cyr, C. '64, Manager, Manoir de Beauregard, Sainte Anne, Martinique, West Indies
- Sakes, J. C. '49, General Manager, Holiday Inns, Morocco
- Schelbert, R. '55, Manager, Hotel Schweizerhof Berlin, Berlin, West Germany
- Seferiades, S. A. '63, Manager, Rhodes Bay Hotel, Rhodes, Greece
- Smith, T. M. '39, Vice President-Treasurer, Swiss Chalet Enterprises, San Juan, Puerto Rico
- Stobie, G. J. '44, President-General Manager, Castle Harbour Hotel, Tuckerstown, Bermuda
- Stratta, A. M. '59, General Manager, Hotel Inter-Continental Lahore, Lahore, West Pakistan
- Streuli, P. D. '62, Assistant Manager, Hotel Schweizerhof of Berlin, Berlin, West Germany
- Suzuki, H. '58, Purchasing Manager, Imperial Hotel, Tokyo, Japan
- Suzuki, K. '53, Executive Assistant Manager, Imperial Hotel, Tokyo, Japan
- Takatori, H. '53, Assistant Reservation Manager, Hotel Okura, Tokyo, Japan
- Tha, N. V. '62, Manager, Hotel Caravelle, Saigon, South Viet Nam
- Tinmaz, T. '58, General Manager, Beach Luxury Hotel, Karachi, West Pakistan
- Weishaupt, H. P. '64, Manager, Zurich Airport Hilton, Zurich, Switzerland
- Wevle, J. '49, General Manager, Nord-Norsk Hoteldrift, Alta, Norway
- Yamaguchi, Y. A. '61, Executive Assistant Manager, Fujiya Hotel, Miyashita, Hakone, Japan
- Yamano, H. '59, Executive Assistant Manager, Imperial Hotel, Tokyo, Japan

56 Placement Service

Yamazaki, G. '61, General Manager, Ambarukmo Palace Hotel, Jogjakarta, and Samudra Beach Hotel, Pelabuhan Ratu, Indonesia
 Young, W. J. '48, General Manager-Director, Miramar Ltd. and Island Hotels Inc., Barbados, West Indies
 Zamora, M. A. '66, Assistant Manager, Zamora Hotels, Manila, Philippines
 Zeisel, T. B. '62, Executive Assistant Manager, San Jeronimo Hilton Hotel, San Juan, Puerto Rico

Restaurants

Allan, J. '58, General Manager, Host of Houston, Host International, Los Angeles, California
 Allen, E. R. '63, Director of Purchasing, Red Barn Systems, Fort Lauderdale, Florida
 Alstrin, R. W. '55, Operations Manager, Tree House Restaurants (General Mills), Minneapolis, Minnesota
 Anagost, B. T. '60, Owner, Cumberland House Restaurant, Chicago, Illinois
 Aschwanden, R. J. '58, Vice President-General Manager, Starlight Inn Restaurant, Schiller Park, Ohio
 Ashley, B. C. '63, Director of Systems and Procedures Analysis, Host International, Inc., Los Angeles, California
 Baldauf, R. F. '56, Vice President, Trader Vic's Restaurants, San Francisco, California
 Baldwin, R. S. '50, Owner, Pancake Pantry, Nashville, Tennessee
 Bales, R. T. '68, Vice President, The Round Restaurant, Abington, Pennsylvania
 Balter, L. A. '55, President, Garrison Estates, Bird & Bottle Inc., Garrison, New York
 Banta, G. E. '57, Operator, Banta's Steak & Stein, Poughkeepsie, New York
 Banta, J. L. '62, Manager, Howard Johnson's, Poughkeepsie, New York
 Barth, W. H. '56, Manager, Marriott Corporation, Rockville, Maryland
 Bartholomew, R. G. '41, General Manager, Davis Cafeterias, Miami, Florida
 Bates, B. M., Jr. '52, Administrator, Division of Food Operations, Macy's, New York City
 Baum, J. H. '43, President, Restaurant Associates Industries, New York City
 Becker, H. H. '62, Supervisor, Arby's Roast Beef, Washington, D.C.
 Binder, K. K. '61, Director of Operations, Western Region, Burger Chef Systems, Inc., Amarillo, Texas
 Binyon, H. O. '61, Vice President and General Manager, Binyon's Restaurant, Chicago, Illinois
 Bird, W. L. '42, Owner, Imperial Fountain Restaurant, Oakland, California
 Blackburn, D. B. '57, Owner-Manager, Altamont Inn, Millbrook, New York
 Bolanis, P. G. '51, Secretary-Treasurer, Bolan's Inc., Pittsburgh, Pennsylvania

Bolanis, W. G. '49, Vice President and Manager, Bolan's, Inc., Pittsburgh, Pennsylvania
 Bolling, H. W. '43, Secretary, Bolling's Inc., Chicago, Illinois
 Bookbinder, S. C. III '58, Vice President, Bookbinder's Sea Food House, Philadelphia, Pennsylvania
 Brandi, H. '61, President-General Manager, Philadelphia 1700 Restaurant, Philadelphia, Pennsylvania
 Brennen, J. H. '64, Manager, Marriott Hot Shoppes, Washington, D.C.
 Brigham, M. H., Jr. '60, Manager, Marriott Corporation, Wachovia Bank, Winston-Salem, North Carolina
 Brooke, D. L. '50, President, Restaurant Management Corporation, Franklin Park, Illinois
 Brown, J. F. '60, Assistant Manager, Marriott Hot Shoppes Inc., Philadelphia, Pennsylvania
 Bryant, R. P. '44, Vice President, Restaurant Division, Marriott Corporation, Washington, D.C.
 Buckley, R. M. '49, Owner, 17 West Restaurant, San Jose, California
 Bullock, J. A. '32, President, J. A. Bullock Associates (Consultants on Restaurant Operations), Hopatcong, New Jersey
 Bulloss, C. A., Jr. '57, Area Manager, Howard Johnson Company, Boston, Massachusetts
 Buncom, H. J. '55, Supervisor, Restaurant Operations, Chock Full O'Nuts, New York City
 Burkhardt, A. R., Jr. '49, Partner, Burkhardt's Restaurant and Cafeteria, Shippensburg, Pennsylvania
 Butler, G. W. '69, General Manager, The Mooring Restaurant, Beach Haven, New Jersey
 Callis, E. C. '42, General Manager, Restaurant Operations, Red Coach Grills, Braintree, Massachusetts
 Cantwell, R. M. '52, President, Old Mill Inn, Bernardsville, New Jersey
 Carlson, R. B. '48, Owner, The Frontier Beef Buffet, Ann Arbor, Michigan
 Carroll, W. N. '67, Owner, Beer & Ale House, Bronx, New York
 Carvalho, P. W. '63, Manager, Specialty Restaurants, Crystal City Marriott, Arlington, Virginia
 Chandler, J. D. '55, Executive Vice President, Pizza Papa, St. Paul, Minnesota
 Chapin, F. D. '51, Vice President, Restaurants, International Foods Division, International Industries Inc., Los Angeles, California
 Cini, W. L. '63, General Manager, The Children's Inn and Restaurant, Boston, Massachusetts
 Clarkson, T. W. '35, President, Capital Cuisine, Frankfort, Kentucky
 Clifton, D. E. '58, President-Manager, Mr. Bee, Inc., Somerville, New Jersey
 Cohn, J. H. '41, Owner, Jan's Restaurant, Los Angeles, California

- Collins, J. E. '51, President, Kentucky Fried Chicken, San Clemente, California
- Colman, J. D. '66, District Sales Manager, Dunkin' Donuts, Dallas, Texas
- Comisar, M. J. '57, Owner-Manager, Maisonette Restaurant, Cincinnati, Ohio
- Cook, E. D., Jr. '57, President, Associated Restaurants Inc., Indianapolis, Indiana
- Cooper, B. M. '62, Owner-Manager, The Estaminet, Burlington, Ontario, Canada
- Cooper, I. A. '57, Owner-Operator, Ye Olde Ironmaster Restaurant, Reading, Pennsylvania
- Corbisiero, A. M. '58, General Manager, Riccardo's Restaurant, Astoria, New York
- Corbisiero, R. F. '56, Director, Riccardo's Restaurant, Astoria, New York
- Critchlow, R. R. '40, Corporate Director, Food Services, Allied Stores Corporation, New York City
- Crofoot, E. J. II '59, Owner, Crow's Nest Restaurant, Sacramento, California
- Davenport, H. H. '64, General Manager, Davenport Enterprises, Inc., Phoenix, Arizona
- Davis, S. K. '54, Manager, Putsch's Plaza Restaurants, Overland Park, Kansas
- Dean, D. R. '57, Manager, Dean's Diner, Blairsville, Pennsylvania
- DiPasquale, V. J. '48, Divisional Restaurants Manager, Filene's, Boston, Massachusetts
- Dudas, R. '69, Owner, Taco Box International, Farmington, New Mexico
- DuMond, J. H. '67, Manager, Warehouse, Ithaca, New York
- Edelblut, Mrs. J. '44, Executive Vice President, O'Donnell's Sea Grille, Washington, D.C.
- Edgerton, D. R. '48, Owner, Universal Restaurants, Miami, Florida
- Edwards, I. H. '44, Owner-Manager, Howard Johnson's, Flint, Michigan
- Egan, E. J. '43, Manager, Restaurant Department, John Wanamaker's, Philadelphia, Pennsylvania
- Ernest, J. F. '55, Manager, Manhattan Restaurant, Rochester, New York
- Ernst, R. C. '63, Owner, Picnic Basket & Golden Anchor, West Harwich, and West Dennis, Massachusetts
- Estes, D. '43, Owner, Landfall Restaurant, Woods Hole, Massachusetts
- Fantasia, J. P. '58, Manager, Fantasia Restaurant, Cambridge, Massachusetts
- Fauerbach, G. '35, Director of Beverage Operations, Paradise Island Ltd., Nassau, Bahamas
- Ferraro, A. E. '49, Director of Operations, Longchamps, Inc., New York City
- Foley, J. D. '60, Manager, Red Coach Grill, Bala Cynwyd, Pennsylvania
- Gallagher, R. '53, Manager, The Wigwam Restaurant, Indian Rocks Beach, Florida
- Garcia, M. A. '65, Assistant Manager, Las Novedades Spanish Restaurant, Tampa, Florida
- Geiger, R. '62, General Manager, Brass Rail Restaurant, Airport Motel, Pennsylvania
- George, R. W. '57, Director of Coffee Shops, A&W Food Services of Canada, Ltd., Winnipeg, Manitoba, Canada
- Goldner, L. S. '51, Owner-Manager, Singer's Restaurant, Liberty, New York
- Gopaul, M. V. '66, Systems Coordinator, Host International, Los Angeles, California
- Grailer, C. K. '53, General Manager, Charley Brown's Restaurants, Los Angeles, California
- Graves, B. H. '57, Manager, Snoqualmie Falls Lodge, Snoqualmie, Washington
- Green, W. '26, President, Myron Green Cafeterias Company, Kansas City, Missouri
- Gunzer, K. J. '53, Manager, Harbour House Restaurant, Annapolis, Maryland
- Hall, R. R. '49, President, Eddy Arnold's Tennessee Fried Chicken Inc., Nashville, Tennessee
- Hanzas, T. P. '50, Franchiser, Kentucky Fried Chicken, Dewitt, New York
- Harpin, H. A. '35, Director of Food Services, Bon Marche, Seattle, Washington
- Hart, B. M. '48, Owner-Manager, Bennie's Drive-In Restaurant, Bristol, Tennessee
- Harris, J. R. '49, Owner, Milestone Steak House, Madison, Connecticut
- Haskell, R. S. '44, Vice President-Director of Restaurants, Stouffer Food Corporation, Cleveland, Ohio
- Hazelwood, J., Jr. '63, Regional Director, Franchising and Leasing, Burger Chef, Fairfax, Virginia
- Healy, R. F. '57, General Manager-Co-Owner, Hearthstone Manor, Buffalo, New York
- Heilman, H. R. '39, President, Heilman's Restaurants, Inc., Ft. Lauderdale, Florida
- Heilman, R. E. '45, Owner-Manager, Beachcomber Restaurant, Clearwater Beach, Florida
- Heinrich, P. B. '63, Director of Promotion and Marketing, Depot Restaurants, Pittsford, New York
- Hemmeter, C. B. '62, Operator, Colonel's Plantation, Beef Steak House, Christopher's Prime Rib, Tahiti by Six, Canton Puka, Honolulu, Hawaii
- Herb, H. G. '31, Manager, Stouffer Foods Corporation, Wynnewood, Pennsylvania
- Higgins, L. C. '60, Manager, Dobbs House, Inc., Columbus, Ohio
- Hitchon, L. F. '54, Manager, Howard Johnson's Restaurant, Washington, Pennsylvania
- Hoffstot, F. D. '67, Owner-Operator, Hoffstots of Oakmont, Oakmont, Pennsylvania
- Holtkamp, W. H. '49, Manager-Owner, Cayuga Inn, Trumansburg, New York
- Horn, M. L., Jr. '50, Vice President, Horn Family Restaurants, West Orange, New Jersey
- Huggins, F. A., Jr. '58, Director of Operations-Eastern, Mr. Donut, Needham, Massachusetts
- Hunt, E. C. '58, Vice President, Divisional Manager, Northeast Division, Interstate

58 Placement Service

- United Corporation Restaurant Division, The Parker House, Boston, Massachusetts
- Iacomini, D. P. '64, Manager, Iacomini's Restaurants, Akron, Ohio
- Jung, E. A. '52, Manager, Trader Vic's, St. Louis, Missouri
- Kastner, D. E. '43, Owner-Manager, Christopher Ryder House, Chatham, Massachusetts
- Keefe, W. P. '52, Manager, Food Service, J. L. Hudson Company, Detroit, Michigan
- Keleman, M. '58, Manager-Partner, Rochelle's Restaurant, Long Beach, California
- Kelly, D. M. '63, Vice President, Jacques Restaurants, Chicago, Illinois
- Kilborn, P. C. '50, Senior Vice President, Host International, Inc., Los Angeles, California
- King, G. A. '49, Manager, Durgin Park Restaurant, Boston, Massachusetts
- Kirwan, R. F. '54, Co-Owner-Operator, Dick Kirwan's Bastille, New York City
- Konaka, M. '64, General Manager, Rangetsu Restaurant, Tokyo, Japan
- Kotsones, G. J. '43, Co-Owner, Athens Restaurant, Corning, New York
- Kramer, H. W. '38, Owner, Bill Kramer's Restaurant, Pittsburgh, Pennsylvania
- Lehmann, K. M. '61, General Manager, Part-Owner, Maxl's Rathskeller, White Plains, New York
- Leslie, H. D. '42, President, John Ebersole's Restaurant, White Plains, New York
- Lewis, A. M. '43, Executive Vice President, Longchamps, New York City
- Lewis, G. L. '61, Partner, Pancake Restaurants, Inc., Falmouth, Massachusetts
- Lindelow, C. H. '44, Manager, Stouffer's #2, Penn Center Plaza, Philadelphia, Pennsylvania
- Linz, M. '43, Partner, The Lobster, New York City
- Logan, P. D. '59, Customer Food Facilities Manager, J. C. Penney Company, New York City
- Mahlstedt, J. C. '56, Owner, The Speakeasy Steak House, Niagara Falls, New York
- Mallory, G. B. '54, President, Mallory Restaurants Inc., Roslyn Heights, New York
- Marshall, C. B. '59, Assistant to President, Davenport Lunch, Harrisburg, Pennsylvania
- Matthews, W. B. '52, Manager, Restaurant Department, Morgan Guaranty Trust Company, New York City
- Maxson, L. W. '30, Merchandise Manager, Food Division, Marshall Field and Company, Chicago, Illinois
- McCartney, R. H. '60, Owner-Manager, Sylvan Hills, Ithaca, New York
- McCormick, Mrs. O. '45, Co-Owner-Manager, Weber's Restaurant, Narberth, Pennsylvania
- McDougall, G. C. '61, Manager, Win Schuler's Restaurant, Grand Haven, Michigan
- McLallen, R. R., Jr. '58, Vice President, B. W. Streeter, Inc. (Arby's Franchise), Clifton, Virginia
- McLamore, J. W. '47, President, Burger King Corporation, Coral Gables, Florida
- Merwin, E. O. '36, Manager, Restaurant Department, Bloomingdale Brothers, New York City
- Meyer, J. A., Jr. '57, President and Owner, Coach Inn, Fort Washington, Pennsylvania
- Middlebrook, J. T. II '57, Vice President, Dutch Pantry Restaurants, Harrisburg, Pennsylvania
- Miller, W. H. '58, President, Miller's Restaurants, New York City
- Minium, R. A. '56, Restaurant Manager, Stouffer's Riverfront Inn, St. Louis, Missouri
- Moody, D. M. '51, Owner-Manager, Moody's Buffet, Detroit, Michigan
- Mook, P. G. '58, Owner, Kentucky Fried Chicken, Brandon, Florida
- Moran, H. A. '40, Owner, Henry Moran's, Syracuse, New York
- Mulholland, J. E. '55, Food Service Administrator, Bamberger's Stores, Newark, New Jersey
- Natunen, E. O. '37, President, The William Pitt, Chatham, New Jersey
- Nesbitt, L. A. '57, Owner-Operator, Stables Steak House, Houston, Texas
- Nicholas, N. A. '57, Director of Standards and Procurements, The Great Western Restaurant Company, New York City
- Nilsen, A. C. '69, Director, Research and Development, The Red Barn System Inc., Ft. Lauderdale, Florida
- O'Donnell, J. C. '52, President, Enviro Food, Orange, California
- Oniskey, L. J. '55, Proprietor, Village Inn, Southampton, Pennsylvania
- Page, B. H. '64, General Manager, Olde Coach Inn, Nashua, New Hampshire
- Pandl, G. J. '50, Partner, Pandl's Whitefish Bay Inn, Milwaukee, Wisconsin
- Panlilio, Mrs. E. '61, Managing Director, Sulo Restaurant, Makati, Rizal, Philippines
- Pappas, C. W. '54, Co-Owner, Michael's Restaurants, Rochester, Minnesota
- Patton, J. B., Jr. '50, Manager, Marriott Corporation, Washington, D.C.
- Pedulla, T. V. '60, Director of Sales and Management Services, Red Coach Grills, Braintree, Massachusetts
- Peters, A. S. '47, Licensee-Operator, Howard Johnson's, New Brunswick, New Jersey
- Petersen, J. H. '50, Director of Restaurant Franchising, Marriott Corporation, Washington, D.C.
- Phelan, D. D. '56, Vice President, Restaurant Division, Cara Operations, Ltd., Toronto, Ontario, Canada
- Pierce, J. S. '42, President, Pierce's Restaurant, Inc., Elmira Heights, New York
- Plamondon, P. H. '54, Vice President, Junior Division, Marriott Corporation, Washington, D.C.
- Plenge, E. B. '53, President, Depot Restaurants, Inc., Rochester, New York
- Pope, E. K. '33, Vice President, Pope's Cafeterias, Inc., St. Louis, Missouri
- Poulos, G. J. '41, Owner, American Beauty Restaurant, Galesburg, Illinois

- Raffel, F. B. '43, Executive Vice President, Arby's International, Youngstown, Ohio
- Rancati, A. C. '46, Pierre's Restaurant, Inc., Cleveland, Ohio
- Randall, G. M. '59, Partner, Red Lion Restaurants, Endicott, New York
- Ratzsch, K. A., Jr. '51, Vice President and General Manager, Karl Ratzsch's Restaurant, Milwaukee, Wisconsin
- Rauschenberger, F. J. '57, General Manager, Blum's of San Francisco, New York City
- Reyelt, J. H. '64, National Sales Manager, Stouffer's, Cleveland, Ohio
- Richmond, F. A. '61, Owner, Francois Restaurant, Huntington Beach, California
- Ripans, A. F. '55, President, The Cross Roads Restaurant, Inc., Atlanta, Georgia
- Rockas, C. '48, Manager, Jimmy's Harborside Restaurant, Boston, Massachusetts
- Rolles, C. G. '56, Owner, Chuck's Restaurants, Honolulu, Hawaii
- Roose, T. A. '54, Director, Fast Foods Division, Morrison's, Atlanta, Georgia
- Rosenberg, R. M. '59, President and Director, Dunkin Donuts, Inc., Quincy, Massachusetts
- Rosenstein, A. '43, Owner-President, Jack's Oyster House, Inc., Albany, New York
- Rowe, P. D., Jr. '48, Owner, Dempsey's Restaurants, Reading, Pennsylvania
- Rufe, F. A. '48, Vice President, Restaurant Associates Industries, New York City
- Russell, J. R. '53, Owner-Manager, Chez Leon, Caldwell, New Jersey
- Sack, B. M. '61, General Manager, Fast Food Service Division, Howard Johnson's Brain-tree, Massachusetts
- Sato, Y. '64, Manager, Morena Restaurant, Azabu, Tokyo
- Saurman, I. C. '38, Food Manager, Burdine's, Ft. Lauderdale, Florida
- Schneider, P. H. '53, Owner, Swiss Inn Restaurant, Elkton, Maryland
- Schneithorst, J. E. '64, Vice President, Schneithorst Restaurant Corporation, St. Louis, Missouri
- Sculos, P. S. '42, Director-Treasurer, The Maridor Restaurant, Framingham, Massachusetts
- Sexton, K. '51, Executive Vice President, Howard Johnson's of Florida, Miami, Florida
- Shackleford, Mrs. L. M. '53, Vice President, Burger King of Connecticut, Waterbury, Connecticut
- Shafer, H. B. '51, Food Service Director, Halle Brothers Department Store, Cleveland, Ohio
- Shanks, I. H. '53, Owner, Diamond Door Restaurant, Massena, New York
- Sherwood, J. W. '51, Restaurant Manager, Stouffer Foods, Top of the Mart, Atlanta, Georgia
- Spiller, D. T. '57, Manager, Spiller's Restaurant, York Beach, Maine
- Spoleta, G. P. '65, Director of Product Development, Fairfield Farm Kitchens, Washington, D.C.
- Stampler, S. B. '64, Vice President, Stampler's Filet Mignon, Inc., New York City
- Stanczak, D. L. '67, Manager, The Brass Rail Restaurant, Sheraton Motor Inn, Urbana, Illinois
- Stevens, L. C. '65, General Manager, Arby's Franchise, Denver, Colorado
- Stover, R. L. '65, Area Supervisor, Burger Chef, New Jersey
- Stucker, P. C. '60, Manager, Ham That Am Ham Restaurant, Chittenango, New York
- Suarez, L. A. '59, Owner, Cafeterias Imparcial-Corona, Hospital de Maestro, Hato Rey, Puerto Rico
- Tay, K. B. '62, Maxim's Restaurant, Saigon, Vietnam
- Taylor, E. J. '37, Lessee, Ranch Court Motel Restaurant, State College, Pennsylvania
- Terwilliger, E. '28, Manager, Stouffer's Smithfield Restaurant, Pittsburgh, Pennsylvania
- Theros, G. F. '57, Owner-Manager, King's Inn Lilac Lane Enterprise, Minneapolis, Minnesota
- Thomas, J. A. '57, Operations Supervisor, Mallory Restaurants (Burger King), Roslyn Heights, New York
- Tiffany, D. L. '59, Scotch & Sirloin Restaurants, Binghamton, New York
- Trotta, R. M. '55, Food Service Manager, L. S. Ayres Company, Indianapolis, Indiana
- Tsighis, J. J. '60, Group Director, Restaurant Associates Industries, New York City
- Tucker, D. S. '34, Senior Vice President, Host International Inc., Los Angeles, California
- Turback, M. S. '66, Owner-Manager, Turback's Old Gables Inn, Ithaca, New York
- Turgeon, F. A. '55, Vice President, Howard Johnson's Restaurants, Buffalo, New York
- Turgeon, R. A. '51, President, Howard Johnson's Restaurants, Buffalo and Rochester, New York
- Vandersteur, P. '62, Executive Chef, The Packet Inn, North Tonawanda, New York
- Van Wagenen, G. '50, Manager, Colonnade Restaurant and Lounge Company, Eatontown, New Jersey
- Van Wegen, K. '64, Owner-Manager, Squires Restaurant, East Hampton, New York
- Vitale, P. J., Jr. '64, Manager, Kona Kai Restaurant, Marriott Motor Hotel, Philadelphia, Pennsylvania
- Vonetes, J. G. '43, Owner-Manager, Lee House Diner, Petersburg, Virginia
- Waldron, P. A. '35, President-Treasurer, Cos Cobber Drive-In Restaurants, Stratford, Connecticut
- Wales, L. K. '66, District Sales Manager, Dunkin Donuts of America, Quincy, Massachusetts
- Warner, D. P. '51, General Manager, Host International, Marineland of the Pacific, Palos Verdes Peninsula, California
- Wayne, F. E. '49, Owner-Manager, The Holloway House, East Bloomfield, New York
- Weber, E. S., Jr. '52, President, A & W International, Inc. (United Fruit Company), Santa Monica, California

60 Placement Service

Wegener, K. G. '62, Manager, Arbor Inn Restaurant, Rockville Centre, New York
Wheeler, L. J., Sr. '38, Manager, Stouffer's "Top of the Sixes," New York City
White, T. W. '56, Owner, White's Restaurants, Dewitt, New York
Whitney, C. R. '53, President, Royal Castle System Inc., Miami, Florida
Wilson, R. R. '59, Manager, Ho-Ho-Kus Inn, Ho-Ho-Kus, New Jersey
Wood, F. R. III '65, Manager, Pit Stop Restaurant, Food Services Inc., Ledgewood, New Jersey
Yoken, D. A. '62, Owner-Manager, Yoken's Thar She Blows, Danvers, Massachusetts
Zuch, D. '48, Proprietor, Keen's English Chop House, New York City

Food Service

Aiduk, M. C. '52, School Lunch Director, Board of Education, Niagara Falls, New York
Andrews, D. O. '58, Operations and Planning Manager, Cardinal Vending Company, Mansfield, Ohio
Babcock, J. L., Jr. '36, Director of Food Service, The Principia Schools, St. Louis, Missouri
Backauskas, A. W. '62, District Manager, Saga Food Service, Pittsburgh, Pennsylvania
Barlow, S. C. '66, Director of Operations, Food Operations, Inc., New York City
Batt, J. A. '43, Senior Vice President, Service Systems Corporation, Buffalo, New York
Blair, E. N. '57, Director of Operations, Food Service Divisions, The Grand Union Company, South Hackensack, New Jersey
Bramley, W. F. '62, Manager, Stouffer's In-Plant Management Operation, J. C. Penney Company, New York City
Cappello, L. A. '51, Division Vice President, Interstate-United Corporation, Chicago, Illinois
Capra, C. L. '64, Cafeteria Supervisor, McDonnell Aircraft, St. Louis, Missouri
Carson, R. D. '64, President, Harrisburg Foods Inc., Harrisburg, Pennsylvania
Clark, M. G. '66, Manager, Marriott, Holton Arms School, Washington, D.C.
Darker, D. J. '62, Operations Manager, Colleges, Universities, and Schools, Versafoods Services, Toronto, Ontario, Canada
Deal, W. F. '41, Vice President, Area General Manager, ARA, Bryn Mawr, Pennsylvania
De Gasper, E. E. '48, Food Service Director, Board of Education, Buffalo, New York
Deignan, P. B. '62, Director of Technical Services, Chefare Inc., Pittsburgh, Pennsylvania
Demmler, R. H. '45, General Manager, Canteen Corporation, Cincinnati, Ohio
Denzler, A. H. '58, Regional Director, Service Systems, Inc., Chicago, Illinois
Ditcheos, J. '53, Food Service Director, Killington Ski Area (Sherburne Corporation), Killington, Vermont
Eppolito, C. T. '52, Senior Vice President, Service Systems Corporation, Buffalo, New York
Farr, J. F. '39, Vice President, Automatic Canteen Company of America, Chicago, Illinois
Fickett, E. C. '44, School Lunch Director, Kenmore Public Schools, Kenmore, New York
Filsinger, M. O. '39, Vice President and Division Manager, Prophet Foods Company, Burbank, California
Finaldi, G. C. '59, Supervisor of Operations, Food Operations Subsidiary Service Systems, Inc., Buffalo, New York
Flickinger, R. D. '47, President, Service Systems Corporation, Buffalo, New York
Fors, R. D., Jr. '59, Regional Vice President, Food Operations, Inc., Rochester, New York
Fried, G. '39, Food Service Director, Western Area, Phoenix Motorola, Inc., Phoenix, Arizona
Gerhardt, R. A. '56, Director, Plans and Budgets, Linton's Food Services, Philadelphia, Pennsylvania
Goodbrand, W. A. '47, President, Oly Food Services Ltd., Vancouver, British Columbia, Canada
Haberl, F. J. '47, Manager, Food and Vending Services, The Martin Company, Denver, Colorado
Hallbach, G. W. '49, General Manager, AA Full-Line Vending, Inc., Bridgeport, Connecticut
Harbeck, R. T. '56, Corporate Director of Food Service, Forbes & Wallace, Springfield, Massachusetts
Hilburt, J. H. '59, District Manager, Whelan Food Service, Inc., Philadelphia, Pennsylvania
Hines, G. H. '42, Vice President and Treasurer, Blaikie, Miller & Hines, Inc., New York City
Hitzel, J. L. '59, Supervisor of Food Service, Szabo Food Service, Western Electric, Winston-Salem, North Carolina
Hoffmeister, C. D. '52, Division Manager, Linton's Food Services, Philadelphia, Pennsylvania
Horowitz, P. '40, Caterer-Owner-Manager, Park Manor Caterers, Springfield, Massachusetts
Howard, K. E. '31, Director, Bureau of School Lunches, Board of Education, Brooklyn, New York
Hubbard, G. D. '53, Vice President-Partner, Food Management Systems Company, Los Angeles, California
Irey, G. M. '45, Food Service Coordinator, Store Planning Division, J. C. Penney Company, New York City
Kennedy, D. S. '55, President, Ace Foods, Inc., Milwaukee, Wisconsin
Kochli, R. E. '61, Director, Automatic Food

Services, Marriott Corporation, Washington, D.C.

Kosakowski, J. E. '48, Food Service Manager, The Travelers Insurance Company, Hartford, Connecticut

Kosse, R. C. '55, Food Service Director, Grumman Aircraft, Bethpage, New York

Krouner, D. H. '55, Vice President-Operations Director, Shultz's Delicatessen, Boston, Massachusetts

Lefevre, L. W. '42, Vice President, Thrway Division, Restaurant Operations, Marriott Hot Shoppes

Marker, P. M. '61, Vice President, Rocky Mountain Food Service, Ogden, Utah

Mather, R. W. '48, Manager, Food Service Department, Ford Motor Company, Detroit, Michigan

Mathias, G. D. '58, District Manager, Servomation-Mathias Company, Baltimore, Maryland

Medevielle, J. E. '41, Director of Food Services, Board of Education, Elizabeth, New Jersey

Merwin, R. M. '42, Chief, Food Service, USAF, Philadelphia, Pennsylvania

Miller, W. H., Jr. '38, Executive Vice President, Servomation-Mathias Company, Baltimore, Maryland

Montague, H. A. '34, President and Chief Executive Officer, Greyhound Food Management, Detroit, Michigan

Mund, C. J. '51, President, Food Operations, Inc., New York City

Namack, J. M. '58, Area Supervisor, Blaikie, Miller & Hines, Inc., New York City

Nordberg, N. L. '55, President and General Manager, Nordberg's Caterers, Inc., Reading, Massachusetts

Nothhelfer, J. O. '63, Regional Director, Food Operations, Inc., New York City

O'Brien, R. W., Jr. '49, General Manager, Canteen Company of America, Buffalo, New York

O'Rourke, J. C. '32, Vice President, Blaikie, Miller & Hines, Inc., New York City

Pajeski, S. J. '57, Assistant Food Service Manager, Eastman Kodak Company, Rochester, New York

Pedersen, O. W. '52, Director of Auxiliary Services, Scottsdale Public Schools, Phoenix, Arizona

Petzing, J. E. '55, Director of Food Services, Macke, Inc., Cheverly, Maryland

Phelps, S. N. '39, Manager, Dining, Sleeping, and Parlor Car Service, Pennsylvania Railroad, Long Island City, New York

Poulson, R. C. '58, Food Supervisor, Army & Air Force Exchange Service, Okinawa Regional Exchange, Okinawa

Reas, J. R. '50, Food Service Manager, Lederle Labs, Pearl River, New York

Reed, R. O. '53, Director of School Lunches, Corning, New York

Remele, R. E. '59, President, National Food Facilities, Washington, D.C.

Runk, W. A., Jr. '51, Food Service Specialist, Goren Foods Company, Boston, Massachusetts

Sabella, K. J. '50, Executive Vice President, Eastern Food Services, Inc., Stamford, Connecticut

Saunders, H. E., Jr. '45, General Manager, Canteen Corporation, Kansas City, Missouri

Simon, J. P. '55, Senior Vice President, ARA Services, Philadelphia, Pennsylvania

Sisley, P. L. T. '58, Director of Operations, Food Operations, Inc., Holden, Massachusetts

Slocum, W. H. '34, School Lunch Program Director, Lanigan School, Fulton, New York

Snowdon, C. C. '33, Director of Research & Standards, ARA Service, Philadelphia, Pennsylvania

Spencer, F. C. '43, Dining Service Manager, New Jersey Bell Telephone Company, Newark, New Jersey

Stanway, C. R. '49, Vice President-General Manager, Stouffer's Management Food Systems, Cleveland, Ohio

Starke, R. P. '52, Executive Vice President, Service Systems Corporation, Buffalo, New York

Taylor, R. B. '43, Food Service Manager, Sunbeam Corporation, Chicago, Illinois

Thering, H. E. '54, Director of Food Service, Delco Remy Division of General Motors, Anderson, Indiana

Tippett, J. '65, Food and Beverage Manager, Pico Peak Ski Area, Sherbourne, Vermont

Towner, J. R. '43, Food Service Manager, IBM Corporate Headquarters, Armonk, New York

Triebel, A. R. '55, Central District Manager, Food Service Division, Uncle Ben's Inc., Houston, Texas

Wadle, C. J. '63, Partner, Hunter Vending, Washington, D.C.

Whiteman, K. I. '41, Cafeteria Supervisor, Photo Products Plant, E. I. du Pont de Nemours, Parlin, New Jersey

Wladis, A. N. '39, Regional Manager, Interstate United Corporation, Buffalo, New York

Woodworth, R. M. '57, Director, Food and Housing, University City Studios, Hollywood, California

Wright, B. B. '57, Director of Food Service, Saga Administrative Division, Menlo Park, California

Yochum, P. T. '48, President, Servomation-Mathias, Inc., Baltimore, Maryland

Zimmermann, S. A. '53, Manager, Food Services, Radio Corporation of America, Missile Electronics and Control Department, Burlington, Massachusetts

Clubs

Adams, R. M. '50, Manager, Princeton Club of New York, New York City

Adams, S. W. '66, Manager, Tantalum Country Club, Washington, D.C.

62 Placement Service

- Amend, A. A. '56, Manager, Indian Harbor Yacht Club, Greenwich, Connecticut
- Antil, F. H. '55, Director of Training and Management Development, Playboy Clubs International, Chicago, Illinois
- Arnold, D. C. '52, General Manager, Berry Hills Country Club, Charleston, West Virginia
- Ashworth, F. O., Jr. '41, Manager, Mohawk Club, Schenectady, New York
- Baribeau, R. D. '58, Director, Perine Leisure International, Envoy International Town Clubs, Chicago, Illinois
- Berrington, W. R., Jr. '64, Manager, Lakewood Country Club, Cleveland, Ohio
- Berry, D. A. '59, Manager, The Country Club, Farmington, Connecticut
- Blair, R. C. '50, Manager, Navesink Country Club, Middletown, New Jersey
- Blasko, P. J. '41, General Manager, Country Club of Wilmington, Wilmington, Delaware
- Booth, D. '53, Manager, Commissioned Officers Club, United State Naval Station, Newport, Rhode Island
- Buescher, W., Jr. '35, General Manager, Wilshire Country Club, Los Angeles, California
- Burger, K. R., Jr. '58, General Manager, Racquet and Tennis Club of New York City, New York City
- Burger, R. A. '48, Manager, Engineers Club, New York City
- Byer, A. J. '54, General Manager, Leewood Golf Club, Eastchester, New York
- Casey, B. M. '49, General Manager, Blue Mound Golf and Country Club, Wauwatosa, Wisconsin
- Converse, F. L. '54, Manager, Battle Creek Country Club, Battle Creek, Michigan
- Coulson, C. L. '56, Manager, Harvard University Faculty Club, Cambridge, Massachusetts
- Daglian, A. '57, General Manager, Cornell Club, New York City
- Dodge, J. B. '57, Manager, Country Club of Florida and Ocean Club of Florida, Delray Beach, Florida (winter)
- Dunn, W. P., II '51, President, West Orange Riding Club, West Orange, New Jersey
- Durgee, R. B. '62, General Manager, Larchmont Yacht Club, Larchmont, New York
- Edington, R. H. '57, General Manager, Ridgeway Country Club, White Plains, New York
- Edwards, R. '45, Club Specialist, United States Navy Ships Store Office, Brooklyn, New York
- Elvins, W. T. '58, Club General Manager, Laguna Niguel Corporation, Laguna, California
- Farrar, W. E. '50, Manager, Maple Bluff Country Club, Madison, Wisconsin
- Felshow, E. R. '52, Manager, Jupiter Island Club, Hobe Sound, Florida
- Frederick, P. C. '47, Manager, The Chicago Club, Chicago, Illinois
- Fulop, N. I. '58, Manager, Quadrangle Club, Chicago, Illinois
- Furst, H. M. '65, Assistant Manager, Royal Canadian Yacht Club, Toronto, Ontario, Canada
- Garwood, W. G. '48, Manager, Toledo Club, Toledo, Ohio
- Giberti, J. R. '64, Assistant Manager, Weston Golf Club, Weston, Massachusetts
- Girmonde, J. R. '58, Manager, Twin Ponds Golf Association, Inc., New York
- Grout, J. L., Jr. '64, Manager, Lake Hickory Country Club, Hickory, North Carolina
- Haynes, C. E. '44, Manager, Detroit Golf Club, Detroit, Michigan
- Hecht, L. L. '49, Manager, Spring Lake Club, Spring Lake, Michigan
- Hedlund, D. V. '67, Manager, Mohawk Golf Club, Tiffin, Ohio
- Hollister, F. H. '32, Manager, Scarsdale Golf Club, Hartsdale, New York
- Horgan, R. W. '69, Manager, Ausable Club, St. Huberts, New York
- Huber, H. L. '39, Manager, Westwood Country Club, Buffalo, New York
- Huggard, A. R. '56, Manager, The Farms Country Club, Wallingford, Connecticut
- Jehlen, G. C. '51, Manager, The Lunch Club, Inc., New York City
- Knipe, J. R. '31, Manager, The Springhaven Club, Wallingford, Pennsylvania
- Lamond, W. W. '38, General Manager, Westmoreland Country Club, Export, Pennsylvania
- Livingood, E. F. '55, Manager, Arcola Country Club, Paramus, New Jersey
- Lockwood, L. C. '47, Manager, Essex Country Club, West Orange, New Jersey
- Lucha, A. M. '35, General Manager, American Club of Tokyo, Tokyo, Japan
- Lyon, E. W. '38, Executive Director, Club Managers Association of America, Washington, D.C.
- Masterson, D. H. '52, Manager, Boca Rio Golf Club, Boca Raton, Florida
- Meyer, W. J. '58, Resident Manager, Ocean Club of Florida, Delray Beach, Florida
- Miller, S. G. '66, Manager, The Faculty Club, University of Rochester, Rochester, New York
- Montague, O. E. '41, General Manager, Springfield Country Club, Springfield, Ohio
- Moon, H. V. '30, Manager, Charlotte Country Club, Charlotte, North Carolina
- Morrison, W. B. '36, Manager, MIT Faculty Club, Cambridge, Massachusetts
- Niel, R. M., Jr. '48, Manager, Princess Anne Country Club, Virginia Beach, Virginia
- Osborne, C. W., Jr. '51, Manager, Alumnae House, Vassar College, Poughkeepsie, New York
- Parkinson, F. '43, Manager, Glen Flora Country Club, Waukegan, Illinois
- Pearce, J. D. '52, Manager, Rainier Club, Seattle, Washington
- Penn, J. N. '49, Assistant Secretary-Manager, Union League Club, New York City
- Peterson, W. L. '46, Manager, Parkersburg Country Club, Parkersburg, West Virginia

Protos, C. M. '62, Manager, Bethlehem Steel Club, Hellertown, Pennsylvania
 Ratkowski, R. W. '64, Manager, Beacon Hill Club, Summit, New Jersey
 Reifschneider, R. '60, General Manager, Aspetuck Valley Country Club, Weston, Connecticut
 Reyelt, H. G. '39, Owner-Manager, Beach and Tennis Club, New Rochelle, New York
 Reynolds, J. M. '58, Partner, Indian Kettles Club, Hague, New York
 Rios, E. '58, General Manager, Bankers Club, Hato Rey, Puerto Rico
 Ripper, D. H. '40, General Manager, Detroit Club, Detroit, Michigan
 Rockey, J. A. '39, Manager, Shuttle Meadow Country Club, New Britain, Connecticut
 Rohde, R. K. '51, General Manager, Monroe Golf and Country Club, Monroe, Michigan
 Rorke, W. S. '51, General Manager, Seattle Tennis Club, Seattle, Washington
 Ross, A. H. '64, Club Manager, Breezy Bend Country Club, Headingley, Manitoba, Canada
 Ross, R. S. '51, Manager, Piping Rock Club, Locust Valley, New York
 Saltsman, T. R. '63, Manager, Jamaica Playboy Club, Jamaica, West Indies
 Satterthwait, W. J., Jr. '51, Manager, Buffalo Club, Buffalo, New York
 Schlingmann, C. F. III '61, Manager, Lehigh Country Club, Allentown, Pennsylvania
 Seely, R. '41, Club Manager, Wamsutta Club, New Bedford, Massachusetts
 Shaner, F. E. '50, Manager-Assistant Secretary, Broad Street Club, Inc., New York City
 Shissias, G. G. '57, Manager, Forest Lake Club, Columbia, South Carolina
 Smith, W. E. '55, Manager, Apawamis Club, Rye, New York
 Sochacki, J. L. '62, General Manager, Golden Valley Golf Club, Minneapolis, Minnesota
 Stover, F. T. '65, Manager, The Bay Club, Boston, Massachusetts
 Ten Broeck, D. L. '37, Manager, Yorick Club, Lowell, Massachusetts
 Terhune, D. L. '52, Manager, Gainesville Golf and Country Club, Gainesville, Florida
 Thomas, F. J. '49, Manager, Saucon Valley Country Club, Bethlehem, Pennsylvania
 Tower, H. E. '47, Manager, University Club, Syracuse, New York
 Travis, W. '42, General Manager, Yale Club, New York City
 Vignaux, G. J. '66, Manager, Engineers Country Club, Roslyn, New York
 Wallace, C. C. '49, Manager, Wellesley College Club, Wellesley, Massachusetts
 Walsh, J. A., Jr. '58, Manager, Birmingham Athletic Club, Birmingham, Michigan
 Walsh, T. C. '52, Executive Assistant Manager, New York Athletic Club, New York City
 Wannop, H. W. '42, Food and Beverage Manager, Lake Placid Club, Lake Placid, New York
 Wannop, J. W. '42, General Manager, Wianno Club, Wianno, Massachusetts

Waring, W. G. '60, General Manager, Aronimink Golf Club, Newton Square, Pennsylvania
 Watts, R. D. '56, General Manager, Houston Club, Houston, Texas
 Whitted, S. S. '67, Assistant Manager, Officers Club, Fort Monmouth, New Jersey

Hospitals

Adams, D. J. '55, Assistant Administrator, New Rochelle Hospital, New Rochelle, New York
 Ainslie, N. J. '57, Director, Dietary Services, St. Luke's Medical Center, Sioux City, Iowa
 Aisedek, A. E. '56, District Manager, ARA Hospital Food Management, Palatine, Illinois
 Badger, C. R. E. '49, Assistant Executive Director, St. Thomas Hospital, Akron, Ohio
 Beyer, C. E. '60, Food Service Director, ARA Hospital Food Management, St. Elizabeth Hospital, Lincoln, Nebraska
 Bolay, B. A. '69, Dietary Director, North Arundel Hospital, Glen Burnie, Maryland
 Bowen, O. M. '40, Administrator, Allentown Hospital, Allentown, Pennsylvania
 Bracco, G. A. '60, Regional Vice President, ARA Hospital Food Management, Boston, Massachusetts
 Brannon, J. F. '61, Director of Operations, Hospital Dietary Service Inc., Detroit, Michigan
 Brown, Miss C. E. '66, Assistant Food Service Director, Marriott Corporation, Alexandria, Virginia
 Calvert, D. '51, Director, Food Services and Housekeeping, Columbia Presbyterian Medical Center, New York City
 Card, H. F. '54, Assistant Administrator, Supporting Services, Mount Sinai Medical Center, New York City
 Cleary, E. J. '40, Food Service Manager, United Food Management Service, Auburn Memorial Hospital, Auburn, New York
 Clement, C. A. '28, Director of Food Services, Tri County Hospital, Springfield, Pennsylvania
 Colbert, F. A. '48, Food Service Director, Overlook Hospital, Summit, New Jersey
 Colby, J. W. '48, Administrator, St. Luke's Memorial Hospital, Spokane, Washington
 Cummings, R. E. '40, Administrator, J. C. Blair Memorial Hospital, Huntingdon, Pennsylvania
 Dalla, F. C. '49, Director of Auxiliary Services, Jefferson Medical Center, Philadelphia, Pennsylvania
 Douglass, C. R. '32, Executive Assistant, District of Columbia General Hospital, Washington, D.C.
 Ferris, E. '64, Director of Food Services, Greenville Hospital System, Greenville, South Carolina
 Feuquay, D. E. '57, Director of Food Service, Hospital of the University of Pennsylvania, Philadelphia, Pennsylvania

64 Placement Service

- Finlayson, R. L. '58, Assistant Administrator, Waterbury Hospital, Waterbury, Connecticut
- Fread, R. G. '58, Director of Food Service, Maimonides Hospital, Brooklyn, New York
- Geggis, W. L. '63, District Manager, ARA Hospital Food Management, Philadelphia, Pennsylvania
- Gibbons, H. C. '55, Director of Dietary Services, The Christ Hospital, Cincinnati, Ohio
- Groenendijk, M. '61, District Manager, Southern Region, ARA Hospital Food Management, Charlotte, North Carolina
- Haden, H. W. '56, Administrator, Tobey Hospital, Wareham, Massachusetts
- Hamilton, R. D. III '68, Assistant Food Service Director, The George Washington University Hospital, Washington, D.C.
- Hanly, J. K. '62, Administrator, B. S. Poliak Hospital, Jersey City, New Jersey
- Hansen, R. D. '60, Assistant Director, Scripps Memorial Hospital, La Jolla, California
- Hoebel, P. A. '63, Operating Supervisor, Hospitals and Nursing Homes, Service Systems, Inc., Buffalo, New York
- Honish, J. A. '57, Food Service Director, Szabo Food Services, Harrison Memorial Hospital, Bremerton, Washington
- Jack, R. L. '55, District Manager, ARA Hospital Food Management, Philadelphia, Pennsylvania
- Johnson, W. C. '44, Executive Director, Hospital Association of Rhode Island, Providence, Rhode Island
- Johnson, W. H., Jr. '59, Vice President and General Manager, ARA Hospital Food Management, Philadelphia, Pennsylvania
- Keeney, J. C. '49, Comptroller, Munroe Memorial Hospital, Ocala, Florida
- Kimball, M. C. '54, Assistant Administrator for General Services, White Plains Hospital, White Plains, New York
- Kincade, D. A. '49, Administrator, Memorial Hospital, Burlington, Wisconsin
- Knapp, G. T. '59, Area Manager, Hospital Dietary Department, Marriott Corporation, Washington, D.C.
- Lamb, R. A. '62, Regional Operations Analyst, ARA Hospital Food Management, San Francisco, California
- Littlefield, N. D. '32, Housekeeping Supervisor, Baltimore City Hospital, Baltimore, Maryland
- Ludewig, V. F. '34, Administrator, George Washington University Clinical Center, Washington, D.C.
- Madel, R. P., Jr. '52, Administrator, Lake Shore Inn Nursing Home, Waseca, Minnesota
- Marcham, A. '58, Assistant Administrator, Emma Pendleton Bradley Hospital, Riverside, Rhode Island
- McCarthy, F. J., Jr. '61, Administrator, Castle Rest Nursing Home, Syracuse, New York
- Meehan, J. F. '51, Food Service Director, St. John's Hospital, Grosse Pointe, Michigan
- Morgan, R. J. '59, Food Service Director, Interstate United-Cease, Upstate Medical Center, Syracuse, New York
- Myers, W. W. '48, Director of Food Service, Buffalo General Hospital, Buffalo, New York
- Newell, W. T. '54, Assistant Director, Yale New Haven Hospital, New Haven, Connecticut
- Newton, R. R. '59, District Manager, ARA Hospital Food Management, Inc., Pennsauken, New Jersey
- Olson, J. S. '58, District Manager, ARA Hospital Food Management, Atlanta, Georgia
- Oswald, C. A. III '59, Director, Health Care Operations, Ace Foods Inc., Milwaukee, Wisconsin
- Pike, W. B. '59, Food Service Director, The Springfield Hospital, ARA Hospital Food Management, Springfield, Massachusetts
- Ragle, P. R. '60, Assistant Hospital Administrator, Maricopa County General Hospital, Phoenix, Arizona
- Raymond, R. L. '47, Food Service Director, ARA, General Hospital, Indianapolis, Indiana
- Reiman, P. K. '45, Associate Director, Maine Medical Center, Portland, Maine
- Reynolds, J. B. '58, Food Service Director, ARA Services, Memorial Hospital, Pawtucket, Rhode Island
- Rhoades, J. L. '66, Assistant Director, Dining Services, ARA, Sibley Hospital, Washington, D.C.
- Richman, E. L. '47, Associate Director, Bernstein Institute, Beth Israel Medical Center, New York City
- Rogers, C. T. '55, District Manager, ARA Hospital Food Management, Chicago, Illinois
- Rudiger, H. F., Jr. '33, Administrator, Southside Hospital, Bay Shore, New York
- Sabbag, G. J. '58, Executive Director, Parker Hill Medical Center, Boston, Massachusetts
- Smith, D. L., Jr. '61, Regional Personnel Manager, ARA Hospital Food Management, Inc., Wellesley Hills, Massachusetts
- Smith, J. L. '48, Chief, Hospital Care & Rehabilitation, U.S. Public Health Service Division, Medical Care Administration, Arlington, Virginia
- Sorger, F. J. '53, Regional Operations Manager, ARA Hospital Food Management, Inc., Atlanta, Georgia
- Sweeney, R. H. '53, Administrator, Alfred I. du Pont Institute, Wilmington, Delaware
- Thompson, C. R. '53, Assistant Administrator, Temple University Medical Center, Philadelphia, Pennsylvania
- Thompson, R. H. '47, Food Service Director, George Washington University Hospital, Washington, D.C.
- Vanderslice, J. A. '43, District Manager, Hospital Food Service, Marriott Corporation, Washington, D.C.
- Vanderwarker, R. D. '33, President, Memorial Sloan-Kettering Cancer Center, New York City
- Vaughan, J. S. '60, Regional General Manager, ARA Hospital Food Management, Inc., Pennsauken, New Jersey
- Weisman, P. C. '53, Food Service Director,

University Hospital, University of Washington, Seattle, Washington
 Wheatley, T. J. '60, Assistant Administrator, St. Mary's Hospital, Troy, New York
 Wheeler, K. E. '64, Associate Planning Coordinator, Medical Center Affairs, Northwestern University, Evanston, Illinois
 Whelan, T. E. '52, President-Owner, Whelan Hospital Food Service Inc., Philadelphia, Pennsylvania
 Williams, G. C. '52, Assistant Director, Miami Valley Hospital, Dayton, Ohio
 Zembruski, L. M. '51, Food Service Manager, West Suburban Hospital, Oak Park, Illinois

Colleges and Universities

Allan, R. '56, Manager, Residence Halls, Department of Housing and Food Service, Penn State University, University Park, Pennsylvania
 Andrae, R. '42, Director, Auxiliary Services, Northern Illinois University, DeKalb, Illinois
 Baugh, W. J. '62, Manager, ARA Slater, Drew University, Madison, New Jersey
 Begin, D. F. '59, Regional Operations Director, College Division, Saga Food Services, San Francisco, California
 Benner, D. F. '59, Vice President of Management Services, Allen Brothers and O'Hara, Inc., Memphis, Tennessee
 Bernhard, R. B. '62, Assistant Manager of Food Services, University of Tennessee, Knoxville, Tennessee
 Berninger, O. A. '58, Assistant Director, Department of Dining Halls, Duke University, Durham, North Carolina
 Bickert, D. G. '51, Business Manager, Johns Hopkins University, Baltimore, Maryland
 Birchfield, J. C. '57, Director of Food Service and Residence Hall Operations, University of Tennessee, Knoxville, Tennessee
 Bollman, C. F. '41, Purchasing Agent, University of Illinois, Chicago, Illinois
 Borsari, W. E. '63, Administrator, Auxiliary Service Enterprises, University of California, La Jolla, California
 Bower, P. O. '66, Assistant General Manager, Granville Towers, Chapel Hill, North Carolina
 Bradley, M. J. '60, Assistant Director, Housing, Indiana State University, Terre Haute, Indiana
 Brenner, J. R. '64, Project Manager, Columbia University, New York City
 Buck, S. K. '57, Assistant Manager, Division of Physical Plants, Yale University, New Haven, Connecticut
 Butler, R. '50, Dietitian, Residential Halls, Iowa State University, Ames, Iowa
 Callahan, J. M. '59, Operations Analyst, ARA Slater School and College Services, Boston, Massachusetts
 Carey, F. S. '66, Dining Management Super-

visor, Housing and Dining Services, Cornell University, Ithaca, New York
 Carr, C. H., Jr. '49, President, College Management Enterprises, Inc., St. Joseph College, Jensen Beach, Florida
 Chand, D. K. '65, Food Service Manager, Carlton University, Saga Food Service, Ottawa, Canada
 Cleaveland, N. C., Jr. '57, Director, Food Services, Brown University, Providence, Rhode Island
 Cobb, G. H. '41, Associate Director, Eastern Michigan University Union, Ypsilanti, Michigan
 Cope, H. C. '41, Vice President of Business Affairs, Earlham College, Richmond, Indiana
 Cousins, J. A. '50, Personnel Services Director, Saga Administrative Corporation, Menlo Park, California
 Cummings, N. J. '37, Treasurer, Marietta College, Marietta, Ohio
 Davis, W. N. '31, Director of Plant Housing and Food Operations, Brown University, Providence, Rhode Island
 Dean, H. H., Jr. '56, Director, Residence Halls Housekeeping, Ohio University, Athens, Ohio
 DeTemple, J. J. '65, Food Services Director, Faculty Student Association, Alfred State, Alfred, New York
 Dobie, A. R. '56, Director, University Dining Halls, Yale University, New Haven, Connecticut
 Dohrman, S. K. '61, Director of Food Services, University of Rochester, Rochester, New York
 Drake, R. L. '65, Food Service Manager, Saga Food Service, Hamilton College, Hamilton, New York
 Dylla, H. F., Jr. '47, Vice President, School and College Services, ARA Service, Philadelphia, Pennsylvania
 Earl, J. B. '56, Director and Coordinator of Food Service, Drexel Institute of Technology, Philadelphia, Pennsylvania
 Eberhart, D. C. '63, Manager, Saga Food Service, Simpson Dining Hall, University of Vermont, Burlington, Vermont
 Fanning, D. J. '48, Assistant Director for Finance, University of Rochester Medical Center, Rochester, New York
 Free, F. J. '63, Director, Food Service, New York State College, Oneonta, New York
 Gackebach, L. H. '55, Supervising Manager, MW Wood Food Service Inc., Allentown, Pennsylvania
 Gibson, A. W., Jr. '42, Assistant Manager, Allen & O'Hara, Inc., Memphis, Tennessee
 Gill, R. E. '65, Manager, Saga Food Service, Manchester College, Manchester, Connecticut
 Graham, M. J. '58, Assistant Director, Dormitory and Food Service, Princeton University, Princeton, New Jersey
 Grinnan, W. T. '58, Director, Campus Center, University of Massachusetts, Amherst, Massachusetts

66 Placement Service

- Grinstead, P. W. '57, Budget Director, Saga Food Service, Menlo Park, California
- Hannum, P. C. '33, Campus Business Manager, University of California, Los Angeles, California
- Harrington, R. C. '50, Food Service Director, Student Union and Faculty Club, Stanford University, Stanford, California
- Hazeltine, K. A. '55, Director of Dining Services, University of Pennsylvania, Philadelphia, Pennsylvania
- Hill, N. D. '58, Associate Director of Food Services, University of Tennessee, Knoxville, Tennessee
- Hodges, R. C. '35, Director, Auxiliary Enterprises, Northern Michigan University, Marquette, Michigan
- Hort, R. '55, Vice President, Sales and Development, Szabo Food Service, Inc., Seattle, Washington
- Huff, S. L. '59, Food Service Manager, Washington State University, Pullman, Washington
- Hurlburt, C. G., Jr. '53, Director, Food Service Department, Harvard University, Cambridge, Massachusetts
- Jacobs, D. M. '55, District Manager, Mid-Atlantic Region, School and College Services, ARA Service, Potomac, Maryland
- Judd, R. W. '51, Director of College Operations, A. G. E. Food Services Inc., Detroit, Michigan
- Kersey, R. L. '49, Director of Auxiliary Enterprises, University of Nevada, Reno, Nevada
- Ketterer, V. M. '37, District Manager, Saga Food Service, East Orange, New Jersey
- King, H. P., Jr. '47, Director of Dining Halls, Virginia Polytechnic Institute, Blacksburg, Virginia
- Kooiman, C. S. '60, Executive Vice President, University Inns, Inc., Houston, Texas
- Kurz, G. W. '64, Food Service Manager, Yale University, Department of Dining Halls, New Haven, Connecticut
- LaBarre, K. A. '54, District Manager, ARA Slater, School & College Services, Des Plaines, Illinois
- Langknecht, H. L. '53, Director of Purchasing, ARA School & College Services, Philadelphia, Pennsylvania
- Laube, W. C. '55, Purchasing Manager, Saga Food Service, Menlo Park, California
- Ledder, R. E. '48, Director, Food Operations, University of Minnesota, Minneapolis, Minnesota
- Lloyd, D. E. '48, Vice President for Business Affairs, Worcester Polytechnic Institute, Worcester, Massachusetts
- Lo Bello, L. V. '56, Business Manager-Assistant Treasurer, Alderson-Broadbent College, Philippi, West Virginia
- Mackimmie, A. A. '61, Housing Manager, Washington State University, Pullman, Washington
- McCarthy, C. E. J. '56, Manager, Kresge Hall, Harvard Business School, Boston, Massachusetts
- Mihaly, A. M. '67, Food Service Director, Saga Food Service, Ripon College, Ripon, Wisconsin
- Miller, H. A. '48, Regional Operations Analyst, ARA Slater School & College Services, Dallas, Texas
- Minah, T. W. '32, Director, Dining Halls, Duke University, Durham, North Carolina
- Muser, W. E. '53, Operations Supervisor, Rutgers State University, New Brunswick, New Jersey
- Newell, J. T., Jr. '45, Director of Housing and Feeding, San Francisco State College, San Francisco, California
- Nolan, M. A. '65, Manager, Food Service, Student Union Food Services, University of California, Davis, California
- Norden, W. C. '52, Director, Student Union and Activities, Eastern Montana College of Education, Billings, Montana
- Palmer, R. E. '50, General Manager, Auxiliary Enterprises, State University College, Oswego, New York
- Parmelee, R. O. '35, Food Supervisor, University of Michigan League, Ann Arbor, Michigan
- Partridge, H. R. '40, Business Manager, Florida A & M University, Tallahassee, Florida
- Payne, P. R. '51, District Manager, ARA Slater School & College Services, Mayaguez, Puerto Rico
- Pearson, F. A. '48, Associate Director of the Budget, Cornell University, Ithaca, New York
- Post, J. D. '52, Business Manager-Treasurer, The Putney School, Putney, Vermont
- Price, E. T. '47, Food Service Director, University of Notre Dame, Notre Dame, Indiana
- Ramsey, E. W. '37, Food Administration Director, Tuskegee Institute, Tuskegee, Alabama
- Raynor, H. W. '56, Food Service Director, Russell Sage College, Troy, New York
- Ridley, E. T. '65, Food Service Manager, University of Delaware, Newark, Delaware
- Root, T. P. '58, Director of Dorms and Food Service, Princeton University, Princeton, New Jersey
- Ryon, S. R. '47, Manager, Dining Services, Cornell University, Ithaca, New York
- Scott, H. D. '59, Assistant Director, Administrative Services, University of Rochester, Rochester, New York
- Shaw, L. J. '48, Food Service Manager, State University Teachers College, Fredonia, New York
- Shaw, M. R. '34, Director of Housing and Dining Services and Assistant University Controller, Cornell University, Ithaca, New York
- Sibal, W. J. '64, Manager, Charles Rieber Hall, U.C.L.A., Los Angeles, California
- Smith, G. D. '62, Assistant Director of Food Service, Ohio University, Athens, Ohio
- Snyder, K. A. '48, Comptroller, University of Hawaii, Honolulu, Hawaii
- Strohkorb, A. W. '51, Director of Housing, University of Illinois, Champaign, Illinois

Swift, E. H. '55, President, Scope Corporation, Menlo Park, California
 Tewey, J. F. '49, Assistant Director, Housing & Dining, Cornell University, Ithaca, New York
 Tipton, W. D. '58, District Manager, ARA Slater School and College Service, Sacramento, California
 Vincent, A. B., Jr. '61, Catering Manager, Princeton University Food Service, Princeton, New Jersey
 Vlahakis, G. S. '52, Assistant Director, Dining Service, ARA Slater School & College Services, Wake Forest University, Winston-Salem, North Carolina
 Walcott, B. H. '58, Assistant Purchasing Agent, Harvard University, Cambridge, Massachusetts
 Walker, R. C. '43, Food Service Manager and Supervisory Teacher, San Mateo Junior College, Redwood City, California
 Weissbecker, F. J. '46, Assistant Director, Food Services, Harvard University, Cambridge, Massachusetts
 Wentz, W. J. '58, Manager, Western North Carolina District, ARA Slater, Winston-Salem, North Carolina
 Whiting, E. A. '29, Director, University Unions, Willard Straight Hall, Cornell University, Ithaca, New York
 Willis, F. S. '50, Director of Dining Services, Faculty Student Association, SUNY (Harpur), Binghamton, New York
 Winkelman, G. W. '51, Dining Service Director, Simpson College, Indianola, Iowa
 Woodruff, D. R. '60, Assistant Director, Dining Halls, Williams College, Williamstown, Massachusetts
 Zellmer, J. R. '43, Food Service Director, Ohio State University, Columbus, Ohio

Airlines

Bailey, W. J. '54, Vice President, Inflight, Marriott Corporation, Schiller Park, Illinois
 Berins, D. A. '66, Director of Operations, Projects, Sky Chefs, Inc., New York City
 Buehler, D. H. '60, Manager, Dining Service, Trans World Airlines, New York City
 D'Agostino, A. R. '56, Assistant Vice President, Airlines, Sky Chefs, Inc., New York City
 Droz, A. W. '40, Superintendent of Food and Beverage, South America, Pan American Airways, Miami, Florida
 Eaton, W. V. '61, Director, Systems and Standards, Air La Carte, Jamaica, New York
 Emmi, S. A. '61, Manager, Food Service, Sky Chefs, Inc., New York City
 Frank, L., Jr. '57, Manager, Research and Project Development, Airline Catering, Dobbs House, Inc., Memphis, Tennessee
 Freeman, R. A. '63, Flight Service Supervisor, Pan American World Airways, San Francisco Airport, California
 Frees, D. M. '48, Assistant to Commissary

Manager, Pan American World Airways, International Airport, San Francisco, California
 Gibson, P. B. '43, Director of Management Training, Sky Chefs, Inc., New York City
 Graessle, A. R. '60, Area Service Supervisor, Pan American Airways, London, Shannon, Glasgow, Scandinavia
 Haverly, F. R. '42, Director of Airport Development, Restaurant Associates Industries, Inc., New York City
 Herbig, C. W. '55, Vice President, Airline Services, Sky Chefs Inc., New York City
 Hill, J. J., Jr. '64, Assistant Director, Airline Services, Host International, Los Angeles, California
 Kaud, F. A. '68, Assistant Manager, Airline Service, Sky Chefs, Inc., Chicago, Illinois
 Kenyon, B. P. '56, Dining Service Supervisor, Trans World Airlines, New York City
 Kersey, J. R. '40, Vice President, Braniff International Airlines, Dallas, Texas
 Levine, S. S. '64, Training Services Specialist, United Airlines and Training Center, Chicago, Illinois
 McCrory, F. H. '39, Sector Commissary Superintendent, Pan American World Airways, International Airport, San Francisco, California
 McDonough, J. J. '44, Dining Service Manager, United Air Lines, International Airport, San Francisco, California
 Melius, J. A. '50, Area Representative, Dining Services, United Air Lines, Chicago, Illinois
 Milks, S. G. '62, General Manager, Sky Chefs, Inc., Cleveland Hopkins Airport, Cleveland, Ohio
 Morrison, W. P. '50, Chief of Commissary, United Air Lines, Burlington, California
 Muth, J. C. '42, Assistant Director, Operations, In-Flight Service, Marriott Corporation, Washington, D.C.
 Nosedá, R. H. '52, District Manager, In-Flight Service, Marriott Corporation, Miami International Airport, Miami, Florida
 Parrott, P. J. '41, Director, Food Service, Continental Airlines, Los Angeles, California
 Rabia, S. S. '65, Director, Dining Services, Eastern Airlines, Miami International Airport, Miami, Florida
 Sullivan, D. G. '66, Supervisor, In-Flight Service, Pan American Airways, Kennedy Airport, Jamaica, New York
 Treadwell, J. P. '61, Manager, Food and Beverage Services, Pan American Airways, Kennedy Airport, Jamaica, New York
 Tully, T. M., Jr. '60, General Manager, Sky Chefs Inc., Kennedy Airport, Jamaica, New York
 Vignati, F. '63, Staff Manager, Dining and Commissary, Saudi Arabian Airlines, Jeddah, Saudi-Arabia

Other Related Activities

Adams, B. B. '35, State Regional Supervisor, Division of Mental Retardation, Tallahassee, Florida

68 Placement Service

- Affinito, L. H. '53, Comptroller, Simplicity Pattern Company, Inc., New York City
- Archer, G. E. '51, Owner and General Manager, Travel Advisors, Inc., Seattle, Washington
- Arnold, C. D. '43, Owner, Arnold Properties, San Francisco, California
- Atherton, H. R. '44, Vice President and General Manager, Pritchard Wood Associates, Inc. (Advertising Marketing), New York City
- Atkinson, C. J., Jr. '61, Vice President of Design and Engineering, Gardner's Restaurant and Supply Corporation, Franklin, Ohio
- Baldwin, D. C. '49, Director, Services and Supplies, United States Lines, New York City
- Banta, J. S. '43, Assistant to President, Heritage Foundation, Deerfield, Massachusetts
- Barclay, J. W. '47, Manager, Prepared Foods Division, Seabrook Farms Company, Seabrook, New Jersey
- Bardo, W. F. '41, Budget Director, Aetna Life & Casualty Insurance Company, Hartford, Connecticut
- Barnes, A. L. '59, Vice President, Rancho Bernardo, Inc. (Community Developers), San Diego, California
- Barrett, J. H. '43, Partner, Ernst and Ernst, Syracuse, New York
- Beck, R. A. '42, Dean, School of Hotel Administration, Cornell University, Ithaca, New York
- Becker, G. H., Jr. '41, Partner, Peat, Marwick, Mitchell & Company, Syracuse, New York
- Benter, C. W. '55, District Manager, Joseph Schlitz Brewing Company, Milwaukee, Wisconsin
- Benway, L. L. '28, Assistant Vice President, Hotel Loans and Property, Metropolitan Life Insurance Company, New York City
- Bishop, A. H., Jr. '49, President, Jeans Foods of New Jersey, Linden, New Jersey
- Blackwell, W. T., '52, Manager, Commercial Systems, National Cash Register Company, Boston, Massachusetts
- Bludau, E. W. '54, President, Ed Bludau Associates, San Francisco, California
- Boland, R. N. '46, District Manager, Industrial Food Division, Proctor & Gamble, Cincinnati, Ohio
- Bradley, F. L. '48, Partner, Peat, Marwick, Mitchell & Company, Portland, Oregon
- Breed, E. W. '44, Vice President, Marketing, Garber Travel Service, Brookline, Massachusetts
- Briggs, F. H. '35 Senior Vice President, Real Estate and Administration, Equitable Assurance Society, New York City
- Brown, R. W. '49, Executive Vice President, National Restaurant Association, Chicago, Illinois
- Burdge, E. E. '30, Manager, Holiday Village Condominium, Honolulu, Hawaii
- Burger, J. F. '50, General Manager, Gulf Operations, Kansas Packing Company of New Orleans, Louisiana
- Burritt, M. B. '44, Director, Management Advisory Services, Lavenoth Krekstein Horwath & Horwath, Miami, Florida
- Cafferty, O. W., Jr. '52, Director, Division of Food Science and Management, Pratt Institute, Brooklyn, New York
- Cardone, A. E. '58, Assistant Chief, Meat, Meat Products and Water Foods Branch, Headquarters, Oakland Region, Defense Personnel Support Center, Adameda, California
- Carpenter, C. H., Jr. '51, Manager, Field Representative Department, American Automobile Association, Washington, D.C.
- Cini, J. C. '54, Partner, Cini-Grissom Associates, Bethesda, Maryland
- Conner, J. W. '40, Director, Educational Institute of AH&MA, New York City
- Copeland, H. C., Jr. '40, President, Copeland, Kellogg & Company, Inc., New York City
- Corwin, C. D., Jr. '35, Food Service Field Representative, Hospitality Education Program, Florida State Hotel & Restaurant Association and Florida State University, Tallahassee, Florida
- Cullen, B. '58, Traveling Secretary, Chicago Cubs, Chicago, Illinois
- Cummings, J. M. '52, Managing Partner, Cummings James & Company, Certified Public Accountants, Kennebunk, Maine
- Daly, P. N. '62, Food Systems Supervisor, Atherton Division (Microwave Ovens), Litton Industries, Minneapolis, Minnesota
- Devins, T. A. '54, Restaurant Management Director, West Valley Junior College, Campbell, California
- Dillenbeck, H. A. '37, Food and Concession Supervisor, Ent Air Force Base Exchange, Colorado Springs, Colorado
- Dirkse, N. J. '54, Partner, Lavenoth Krekstein Horwath and Horwath, Cleveland, Ohio
- Donahoe, J. J. '54, Assistant National Sales Manager, SCM Corporation, New York City
- Dorf, D. C. '55, Director of Education and Teaching, Hotel Sales Management Association, New York City
- Downing, J. P. '40, Business Manager, National Association of Independent Schools, Boston, Massachusetts
- Dunn, P. A. '37, Deputy Chief, Food Operations, Inc., Army and Air Force Exchange Service, Dallas, Texas
- Dykes, C. E. '36, Financial Vice President, U.S. Gypsum Company, Chicago, Illinois
- Eames, D. B. '41, President, David B. Eames & Assoc., New York City
- Ebdon, G. H. '59, Vice President, Belmont Division, Nicholas Corporation, Toledo, Ohio
- Eldridge, H. G. '42, Area Sales Manager, Ice Cream Division, H. P. Hood & Sons, Worcester, Massachusetts
- Evans, R. G. '28, President, Scranton-Wilkes Barre Fine Music Broadcasting Company, Inc., Radio Station, WYZZ, Wilkes Barre, Pennsylvania
- Falkenstein, W. D. '44, National Sales Manager, Towel Department, J. P. Stevens, New York City

- Farrell, J. M. '52, Partner, Price, Waterhouse & Company, Toledo, Ohio
- Fischer, W. H. '56, Owner, W. H. Fischer Wholesale Provisions, Closter, New Jersey
- Fithian, P. S. '51, President, Greeters of Hawaii, Honolulu, Hawaii
- Flacks, Jerry D. '57, Manager, Passenger Services, American Export Isbrandtsen Lines, New York City
- Fletcher, R. E. '48, Associate, Arthur W. Dana, Food Operations Consultant, New York City
- Foertsch, W. H. '39, President, Walter H. Foertsch and Associates, Rochester, New York
- Freihofer, W. D. '61, Production Manager, Charles Freihofer Baking Company, Inc., Troy, New York
- Gallian, H. O. '64, Program Manager, Research & Development Department, Hunt Wesson Foods, Fullerton, California
- Gaven, R. J. '62, Director, Quality Food Service Information, National Livestock and Meat Board, Chicago, Illinois
- Getman, F. B. '35, District Manager, Joseph Schiltz Brewing Company, Montgomery, Alabama
- Gifford, Mrs. H. '26, Director, Project FEAST, Center for Technological Education, Daly City, California
- Gordon, H. F. '45, President, Jones, McDuffee & Stratton, Inc., Boston, Massachusetts
- Gordon, M. '49, President, Morris, Gordon & Son, Inc., Boston, Massachusetts
- Grissom, F. D. '60, Partner, Cini-Grissom Associates, Bethesda, Maryland
- Grohmann, H. V. '28, President of the Board, Needham & Grohmann, Inc., Advertising Agency, New York City
- Hahn, F. A. '57, Vice President and General Manager, Howard Johnson's Wholesale Division, Inc., Rego Park, New York
- Hahne, H. A. '50, President, Needham & Grohmann, Inc., Advertising Agency, New York City
- Hetherington, W. S. '59, Sales Manager, Industrial Division, McCormick & Company, Baltimore, Maryland
- Hoff, H. V. '47, Chairman, Hotel-Motel, Restaurant Management Department, St. Petersburg Junior College, St. Petersburg, Florida
- Hopwood, D. J. '45, Vice President, Food Service, Industrial Sales and Marketing, Hunt Wesson, Fullerton, California
- Hugle, D. S. '57, Manager, Management Advisory Services Division, Harris, Kerr, Forster & Company, San Francisco, California
- Ivkovich, R. S. '61, Director of Marketing, Food Service Division, P&C Markets, Syracuse, New York
- Johansen, D. F. '53, District Traffic Manager, Illinois Bell Telephone Company, Chicago, Illinois
- Johnson, S. W. '45, Division Traffic Superintendent, New York Telephone Company, New York City
- Johnston, L. M. '57, President, Computer Operating Systems, Inc., Boca Raton, Florida
- Jolly, K. N. '41, Vice President, Corporate Relations, Campbell Soup Company, Camden, New Jersey
- Jones, R. W. '48, Assistant Merchandising Manager, Wholesale Towel Department, Cannon Mills, Inc., New York City
- Jones, W. R. '56, District Sales Manager, General Foods Corporation, White Plains, New York
- Karlin, G. H. '54, President, Orange Julius of America, Los Angeles, California
- Kennedy, R. H. '56, Product Manager, H. J. Heinz Company, Pittsburgh, Pennsylvania
- Koehl, A. E. '28, Chairman of the Board, Koehl, Landis & Landan, Inc., New York City
- Krieger, C. A. '29, Director of Personnel, Merck, Sharp & Dohme, West Point, Pennsylvania
- Landmark, R. M. '51, Executive Vice President, Council on Hotel, Restaurant, and Institutional Education, Statler Hall, Ithaca, New York
- Lattin, T. W. '66, Vice President, Hospitality Services, Management Services Division of Dutch Pantry, Harrisburg, Pennsylvania
- Lesure, J. D. '44, Partner, Laventhol Krekstein Horwath & Horwath, Hotel Accountants, New York City
- MacDonald, C. A. '55, Vice President, Manufacturing, Stouffer Foods, Division of Litton Industries, Cleveland, Ohio
- Mathers, W. P. '41, Vice President, Labor Relations, Bell Telephone Company of Pennsylvania & Diamond State Telephone Company, Philadelphia, Pennsylvania
- Mayer, H. M. '39, Executive Vice President, Oscar Mayer & Company, Chicago, Illinois
- Mayer, S. '63, Vice President, Victor Mayer Caterers, Inc., Hewlett, New York
- McCarthy, R. S. '54, Principal, Laventhol Krekstein Horwath & Horwath, Hotel Accountants, New York City
- McClintock, W. F. '38, Manager, Accounting Department, IBM Corporation, Poughkeepsie, New York
- McDonald, R. J. '38, Partner, Sullivan & Cromwell, New York City
- Minami, Y. '60, General Manager, Foreign Travel Department, Nippon Travel Agency, Tokyo, Japan
- Mitchell, L. E. '59, Marketing Product Manager, H. J. Heinz Company, Pittsburgh, Pennsylvania
- Mogk, W. C., Jr. '40, National Sales Manager, Mary Chess, Inc., New York City
- Mudge, J. R. '41, Vice President, General Electric Company, New York City
- Mullane, J. A. '35, Owner, James A. Mullane Insurance Agency, Springfield, Massachusetts
- Nestor, R. W., Jr. '66, Chairman, Division of Food Service Management, University of Minnesota Technical Institute, Crookston, Minnesota
- Newcomb, F. W. '40, District Sales Manager, Kimberly Clark Corporation, Dallas, Texas

70 Placement Service

- Nolin, J. H. '25, Partner, Laventhol Krekstein Horwath & Horwath, Hotel Accountants, New York City
- Obernauer, M. '41, President, Bohemian Distributing Company, Los Angeles, California
- Opatrny, D. C. '50, Partner, Ernst & Ernst, Cleveland, Ohio
- Papanou, P. S. '47, Vice President and Director of Marketing, One Stop Institutional Foods, Inc., Englewood Cliffs, New Jersey
- Pappas, G. S. '50, Owner-Director, Babylon Beach House Rest Home, Babylon, New York
- Parke, D. L. '60, General Manager, Camp In-nabah-Methodist Center, Spring City, Pennsylvania
- Parker, J. J. '55, President, John Parker & Associates, Inc., Seattle, Washington
- Passaro, L. R. '61, Director of Nutrition, Department of Correction, New York State, Albany, New York
- Peck, G. W. '39, Branch Sales Manager, Thatcher Glass Company, Inc., Philadelphia, Pennsylvania
- Pendias, S. P. '42, Vice President, Irving Trust Company, New York City
- Pentecost, W. I. '33, President, West Side Park, Scranton, Pennsylvania
- Peterson, R. D. '52, President, Foodco Inc., Bronx, New York
- Pew, R. H. '33, Head of Hotel Administration, University of New Hampshire, Durham, New Hampshire
- Poteet, J. T. '56, Manager, Sterling Forest Conference Center, Tuxedo, New York
- Purchase, H. J. '49, Director, Department of Hotel Management, Stout State College, Menomonie, Wisconsin
- Quinn, F. J. '54, President-Manager, Saratoga Catering Service, Inc., Saratoga Springs, New York
- Randall, D. A. '54, President, Travel Consultants, Inc., Washington, D.C.
- Randolph, R. F. '52, Partner, Maxfield, Randolph & Carpenter, Accountants, Ithaca, New York
- Ready, F. A., Jr. '35, Vice President-Secretary, Foertsch, Beckwith & Ready, Inc., New York City
- Reagan, R. A., Jr. '38, Manager, The Equitable Building, Chicago, Illinois
- Ryan, G. R. '56, Regional Partner, Laventhol Krekstein Horwath & Horwath, Washington, D.C.
- St. Laurent, G. C. '33, President, Hotel Research Laboratories, Closter, New Jersey
- Samuels, R. F. '60, Executive Director, Grand Bahama Island Tourist-Convention Board, Freeport, Grand Bahama Island
- Schmuck, J. T. '41, Vice President, U.S. Marketing, Del Monte Corporation, San Francisco, California
- Schweid, P. M. '41, President, Victor Kramer Company, Laundry Management Consultants, New York City
- Scott, L. N. '39, Director of Facilities, Gulf American Corporation, Cape Coral, Florida
- Seiler, D. K. '42, Director, Frozen Food Marketing, Berry, Blue, Bruce & Fitzgerald, Watertown, Massachusetts
- Selby, R. J. '46, General Supervisor, Consolidated & Financial Reports, U.S. Steel Corporation, Pittsburgh, Pennsylvania
- Shelton, J. D. '34, Account Executive, Service Systems Corporation, New York City
- Shoemaker, R. R. '51, Director, Travel Development Bureau, State Department of Commerce, Harrisburg, Pennsylvania
- Simon, M. L. '63, Vice President, Michael Lewis Restaurant Supply Company, Melrose, Park, Illinois
- Siverson, G. C., Jr. '49, President, Convenience Foods, Inc., Houston, Texas
- Smith, R. C. '50, Food Purchasing Agent, Diocesan Commodities, Inc., Rockville Centre, New York
- Snyder, R. C. '37, Controller & Secretary, Vita Pakt Citrus Products Inc., Covina, California
- Snyder, V. T. '35, Executive Vice President, International Beverage Supply Company, New York City
- Spence, N. T. '59, Director of Operations, Dolly Madison Industries, Philadelphia, Pennsylvania
- Springer, G. E., Jr. '40, President, Bates & Springer, Inc., Manager of Apartments, Office Buildings, and Motels, Cleveland, Ohio
- Stieglitz, R. P. '31, Assistant Vice President, New York Life Insurance Company, New York City
- Storey, F. W. '50, Vice President-Controller, The Jeannette Glass Company, Jeannette, Pennsylvania
- Storms, J. R. '60, Curriculum Supervisor, Thompson School of Applied Science, University of New Hampshire, Durham, New Hampshire
- Stoviak, F. S. '48, President, Factory Food Service Equipment Agency, Downingtown, Pennsylvania
- Sullivan, E. T. '49, Area Manager, Syracuse China Company, Charlotte, North Carolina
- Sullivan, W. L. '53, President, Red Carpet of Rochester, Inc., Rochester, New York
- Taber, W. A. '59, President, United Diner Club Plan of America, Rochester, New York
- Teare, R. H. '51, President, Taylor Freezer of Connecticut, Inc., Bridgeport, Connecticut
- Terrell, B. W. '42, General Sales Manager, Farm House Frozen Foods, Inc., Miami, Florida
- Thomas, R. C. '58, President, Thomas Distributing Company, Inc., Newport Beach, California
- Vallen, J. J. '50, Dean, College of Hotel Administration, University of Nevada, Las Vegas, Nevada
- Vesley, H. P. '49, Project Director, Management Advisory Services Department, Harris, Kerr, Forster, New York City

Vinnicombe, E. J., Jr. '33, Vice President,
McCormick & Company, Baltimore, Maryland

Walber, J. G. '55, Director, Sales and Marketing,
National Restaurant Association

Wallen, R. K. '50, Business Manager, St.
George's School, Newport, Rhode Island

Ward, J. H. '52, Director, Special Market Resources,
Washington, D.C.

Washbourne, F. H. '41, Director-President,
Ashbrook Nursing Home, Scotch Plains,
New Jersey

Weight, D. E. '44, Administrative Assistant,

Institute for the Crippled and Disabled, New
York City

Whitney, R. W. '49, President, Robert W.
Whitney & Associates, Food Service Consultants
and Designers, Seattle, Washington

Winship, J. '54, Business Manager, Westminster
School, Simsbury, Connecticut

Wood, T. S. '55, National Institutional Sales
Manager, R. T. French Company, Rochester,
New York

Woitz, M. H., Jr. '34, Vice President, Woitz
Meat Company, Newark, New Jersey

Admission

Admission to the School of Hotel Administration may be granted in September and in February to the prospective student who meets (A) the regular academic entrance requirements, and (B) the requirements in personal qualifications.

A. Academic Requirements

The applicant must have completed a secondary school course and must offer at least sixteen acceptable units of entrance credit including English, four units; mathematics, three units; and chemistry, one unit. The remaining units should include additional mathematics and sciences (especially physics), social studies (including history), and a foreign language. The Scholastic Aptitude Test of the College Entrance Examination Board is required.

ENGLISH, 4 YEARS (required of all entering students)4

FOREIGN LANGUAGES (modern and ancient)

French	1-4	Spanish	1-4
German	1-4	Greek	1-3
Hebrew	1-3	Latin	1-4
Italian	1-3		

(If a foreign language is offered for entrance, it is desirable to present at least two years, although credit will be granted for a single year of study in not more than two languages.)

MATHEMATICS

Elementary Algebra	1	Plane Geometry	1
Intermediate Algebra	1	Solid Geometry	½
Advanced Algebra	½	Plane Trigonometry	½

SCIENCES

Biology	1	General Science	1
Botany	½-1	Physics	1
Chemistry	1	Zoology	½-1
Earth Science	½-1		

(If a unit in biology is offered, a half-unit in botany and a half-unit in zoology may not also be counted.)

SOCIAL STUDIES, including history (each course)½-1

High school and other preparatory work is appraised in the University Office of Admissions to which the formal application and credentials should be sent. Correspondence relating to the academic admission requirements

should be directed to the University Office of Admissions, Day Hall, Cornell University, Ithaca, New York 14850.

A candidate may obtain credit in the subjects he wishes to present for admission in one or more ways, or some combination of them:

1. by presenting an acceptable school certificate,
2. by passing, in the required subjects, the achievement tests of the College Entrance Examination Board, *or*
3. by passing the necessary New York State Regents examinations.

Since students enroll for the work in hotel administration at Cornell University from all parts of the United States and from other countries, and since the subjects of study available to students in the high schools vary from section to section, the prospective student is allowed wide freedom in the choice of his high school subjects. Only English, obviously valuable, chemistry, and the minimum mathematics necessary for the important required sequence of courses in engineering and accounting are specified. Students and vocational advisers should not, however, be misled by this freedom. The curriculum in hotel administration includes a number of rigorous courses in accounting, science, and engineering, and, while the committee on admissions gives due weight to the more personal factors, it insists, for the protection of the prospective student, on evidence of good scholastic ability—ability to carry an exacting college program.

Although there is no specific language entrance requirement, the committee believes that a sequence of study of at least three years of a foreign language is likely to be useful to the hotelman or restaurateur and that its completion is an evidence of scholastic ability. Two years of a language are of much less value than three.

While not required, a four-year sequence in mathematics is evidence of good workmanship. Trigonometry is useful in engineering courses. The importance of chemistry, in view of the rigorous chemistry courses required in the School's curriculum, cannot be overemphasized. Physics also would provide a foundation for engineering.

For those students who attend the larger schools with a wealth of offerings, some suggestions as to choice of studies may be welcome. In the selection of a preparatory course, consideration should be given to the student's interest and the school's facilities. It may be, nevertheless, that the *suggested* preparatory program below will be helpful to the adviser, the parent, and the student.

English, four units.

Mathematics, three or four units:
elementary algebra, intermediate algebra, and plane geometry. Also, if possible, trigonometry, advanced algebra, or solid geometry.

History, at least one unit:

Chosen according to interest of the student and facilities of the school.

Foreign language, three units:

French, German, Spanish, or Latin.

Science, at least two units:

chemistry, one unit; physics; general science; biology.

Electives, enough units to make the total sixteen.

B. Personal Requirements

Because more applicants can meet the requirements stated under "A" than can be accommodated in the School, the faculty attempts to choose through a Committee on Admissions (whose decisions are final) those likely to profit most by the instruction offered. The Committee asks that each prospective student arrange an interview with a representative of the Committee on Admissions of the School of Hotel Administration, and that each prospective student take the Scholastic Aptitude Test given by the College Entrance Examination Board.² Applicants are required to furnish one picture (passport size) with the formal application or at the time of the interview.

The interviews are most satisfactorily held in Ithaca. Therefore, candidates who can conveniently visit Ithaca are urged to do so. They will profit by an acquaintance with the University, its facilities, and its staff. The interview will be most meaningful. In his correspondence, the applicant should mention the date and the hour of his choice, giving alternative times, if possible, and address his request to the Admissions Officer, School of Hotel Administration, Statler Hall.³

The Scholastic Aptitude Test is given by the College Entrance Examination Board at points all over the country and in the larger cities abroad. It is given six times a year, but the prospective student should plan to take the test in December or January. Detailed information regarding the places of examination and the exact dates can be obtained by writing to the College Entrance Examination Board, Box 592, Princeton, New Jersey 08540. Prospective students residing in the Rocky Mountain states or farther west should address the Board at Box 1025, Berkeley, California 94701. Admission to the Scholastic Aptitude Test is by prior arrangement only. Application for admission should be filed directly with the Board. To avoid a late application fee, it should be filed at least a month in advance of the date of the examination.

The procedures involved in securing admission may appear somewhat involved. They are designed, however, to protect the prospective student. Only those are admitted who seem likely to be able to carry a rigorous college program and who seem likely later to be successful in the industry. The risk of future failure or disappointment is thus reduced to a minimum. To provide ample time for all the arrangements, the formal application for admission must be filed before February 15 for students planning to enter in September. Students planning to enter the spring term in January must file formal application by December 1.

Entering students should consult the *Announcement of General Information* for details on certain medical requirements that must be met either before

2. By exception this requirement is waived in the cases of applicants who are college graduates possessing Bachelor's degrees, and in the cases of applicants whose mother tongue is not English, provided that the applicant is not applying for financial aid as well.

3. Not all prospective students, however, can readily come to Ithaca. To meet their needs, arrangements have also been made with graduates and others active in the hotel and restaurant business in most of the principal cities of the world to serve as interviewers. The prospective student should inform the School of his choice of time and place for his interview by writing directly to the School of Hotel Administration, Statler Hall.

or during the registration period. The *Announcement* may be obtained by writing to the Office of Announcements, Day Hall, Ithaca, New York 14850.

Transfer Students

With the approval of the Committee on Admissions, students may be admitted to the School with advanced standing from other institutions of college level. To such students, credit will ordinarily be given, against the specific degree requirements, for those courses for which substantially equivalent work has been done. For that portion of the student's work not applicable to the specific requirements, credit up to 24 hours will ordinarily be given against the requirements of 120 hours. The total of transfer credit allowed may not exceed 60 semester hours. Transfer students will be held, in common with nontransfer students, for the completion of the hotel-practice requirement before the last term of residence. When they apply for admission, they are expected to take the Scholastic Aptitude Test (except for Bachelor's degree holders), and to present themselves for interviews. Formal applications for admission should be filed before February 15 with the University Office of Admissions, Day Hall.

Students will be accepted on transfer from junior colleges, but only if their records show them to be fully qualified for rigorous advanced college work. In each case the preparatory school record must meet Cornell entrance standards, and the junior college record must be of superior grade. No prospective student planning on eventual enrollment in the School of Hotel Administration at Cornell should embark first on a junior college program as a means of avoiding Cornell entrance requirements or as a matter of economy. If he has entrance deficiencies, he should remedy them. If he lacks funds, he should apply for scholarship aid.

College Graduates

Advanced degrees, the Master's and the doctorate, in the field of hotel and restaurant management have been offered at Cornell University since 1929. Just as with the four-year undergraduate course, the standards for admission and for graduation are high. Thus, to embark on work toward the Master's or doctorate degree with hotel or restaurant specialization, a student is required to have completed the undergraduate hotel administration program or its equivalent.

However, many college graduates interested in professional careers in hotel or restaurant operation, in industrial feeding, in hospital administration, or in institution or club management have found the specialized courses offered by the School of Hotel Administration a valuable addition to the more general education they have received as undergraduates. When approved by the Committee on Admissions, a college graduate may choose to enroll either as a special student or as a candidate for the School's Bachelor of Science degree. As a special student, he will select freely a program of courses designed to meet his particular needs. As a candidate for the degree, his choice

of courses will be influenced by the degree requirements. Typically, however, college graduates have found that the courses they choose voluntarily as a matter of professional improvement are also the courses required for the degree. In any event, the student is eligible for the placement assistance offered by the School and by the Cornell Society of Hotelmen.

The college graduate who elects to become a candidate for the School's degree is held for the regular degree requirements, including the practice requirement; but he receives credit against the academic requirements for all work he may previously have completed satisfactorily that may be appropriately applied against those requirements, including the twenty-four hours of free electives. He may also receive, under the usual rules, partial credit against the practice requirements for any related experience in the field. The amount of time required to earn the second degree varies somewhat with the previous undergraduate program but is usually about two years.

Each year a substantial number of entering students in the School are college graduates. They have a community of interest and a seriousness of purpose that make their study at the School very effective. In the second year they are often employed as laboratory assistants. The colleges whose graduates have appeared on the rolls of the Hotel School and have won recognition for themselves later in the field are too numerous to list here. They include such institutions as Dartmouth, Harvard, Yale, University of Pennsylvania, Virginia, Michigan State, Tulane, California, and Colgate.

Holders of Bachelor's degrees who are candidates for admission, are held to satisfy the personal admission requirements described on p. 74. Like all other candidates for admission, they present themselves for a personal interview; but they are not required to take the College Board's Scholastic Aptitude Test. Those who have previously taken the latter test, however, are asked to have the Board transmit the scores.

Foreign Students

Students from foreign countries who present satisfactory evidence of adequate capacity and training may be admitted to the School. Since their previous education usually does not conform, point by point, to that required of the native student, some latitude may be granted with respect to exact secondary entrance units. It remains essential, however, that the foreign student possess an educational background at least tantamount to the twelve years of secondary schooling required of native applicants, and that the caliber of his academic performance be high.

Prospective students whose native language is not English will not be required to take the Scholastic Aptitude Test unless they are also applicants for financial aid. Foreign students who are applying for scholarship aid must arrange to take the Scholastic Aptitude Test by writing to the appropriate College Entrance Examination Board. Scholarship applications must be obtained from the International Student Office, Day Hall, Cornell University. All prospective students, wherever they may be located, are required to arrange for an official interview by writing directly to the School of Hotel Administration.

Living Arrangements

Students studying hotel and restaurant management at Cornell University are members of the regular student body. They participate in the usual student activities, play on the teams, sing with the glee clubs, and act in student plays. Like other students, they may live in the dormitories, in fraternities or sororities, or in private homes.

For men, residence halls housing about 2,100 are located on the western slope of the campus, about a five-minute walk from Statler Hall. Hotel students take many of their meals at the student cafeteria in Statler Hall, where the preparation and service are largely the work of their fellow students. The residence halls have a snack bar. Meal service is also available in the student center, Willard Straight Hall, in which all hotel students have membership; in the Martha Van Rensselaer cafeteria; in the Sage Graduate Center; and in commercial restaurants nearby.

For women students, both graduate and undergraduate, the University provides attractive residence halls on the campus, less than a five-minute walk from Statler Hall. Some undergraduate women whose regular residence is outside the Ithaca area are required to live in University residence halls, or in sorority houses (for members only). Information may be obtained from the Office of the Dean of Students.

For married students, Cornell provides unfurnished apartments for over 400 married students and their families in the Cornell Quarters (84 apartments), Pleasant Grove (96 apartments), and the Hasbrouck Apartments (246 apartments).

Off-campus housing. Information on off-campus housing that is currently available may be obtained at the Off-Campus Housing office in 223 Day Hall. Because changes of available accommodations occur daily, it is not practical to prepare lists.

Information about all types of housing may be obtained by writing the Department of Housing and Dining Services, Day Hall, Cornell University, Ithaca, New York 14850.

Requirements for Graduation

Regularly enrolled students in the School of Hotel Administration are candidates for the degree of Bachelor of Science. The requirements follow:

1. The completion of eight terms in residence.⁴
2. The completion, with a general average of 2.0, of 120 credit hours, required and elective, as set forth below.

<i>Specifically Required</i>	<i>Semester Hours</i>
Hotel Accounting: 31, 32, 181, 182 plus three additional hours	15
Hotel Administration:	10
Introductory Management (H.A. 100)	
Psychology (H.A. 114)	
Information Systems I (H.A. 104)	
Psychology I: Personnel Management (H.A. 119)	
Law: H.A. 171 plus two additional hours	4
Properties Management: 460, 462, 463, 464	12
Food: H.A. 101, 220, 206, 201 or 201A	13
Economics: 101-102 or H.A. 243-244 plus three additional hours	9
Finance: H.A. 461	3
Freshman Humanities	6
Communication Arts 301	3
<hr/> <i>Total Specifically Required</i>	<hr/> 81
Hotel Electives	15
Free Electives	24
<hr/> <i>Total Semester Hours Required for Graduation</i>	<hr/> 120

3. The completion, before entering the last term of residence, of sixty points of practice credit as defined on pp. 90-91.

4. The completion, during the first four terms of residence, of the University requirements in physical education (see *Announcement of General Information*).

Suggested programs of courses arranged by years appear on pp. 80-87. The specifically required courses there indicated account for 80 of the total

4. College graduates and students transferring from other colleges and universities may be allowed appropriate credit against the residence requirements at the time of admission. A student who has completed six terms at the School of Hotel Administration and who has attained a cumulative average of 3.3 may petition the faculty for permission to waive the residence requirement.

of 120 hours. From the hotel electives (pp. 83-84), some combination of courses, the credit for which totals at least 16 hours, is also to be taken. The remaining 24 hours may be earned in courses chosen at will, with the approval of the adviser, from the offerings of any college of the University, provided only that the customary requirements for admission to the courses chosen are met.

Students in the School of Hotel Administration who plan to attend summer school at Cornell or elsewhere, and Cornell students who propose to attend any other university with the expectation that credit thus earned might be counted toward the Cornell degree in hotel administration, should obtain the approval of the School in advance. Credit will not be allowed otherwise.

Credit earned in the courses in military science or air science or naval science may be counted in the twenty-four-hour group of free electives. Both men and women students are required by the University faculty to take courses in physical education, but no credit for the academic degree is allowed for these courses.

Curriculum

(A typical arrangement of the required courses, year by year.*)

The Freshman Year

Specifically Required

	Semester Hours
Introductory Management (<i>Hotel Administration 100</i>)	1
Accounting (<i>Hotel Accounting 81-82</i>)	6
Freshman Humanities	6
Psychology (<i>Hotel Administration 114</i>)	3
Commercial Food Management: Survey (<i>Hotel Administration 101</i>)	3
Modern Economic Society (<i>Economics 101-102</i> or <i>Hotel Administration 243-244</i>)	6
Information Systems I (<i>Hotel Administration 104</i>)	3
Lectures in Hotel Administration (<i>Hotel Administration 155</i>)	1
	<hr/> 29

Suggested Electives

Typewriting (<i>Hotel Administration 37</i>)†	2
Sanitation (<i>Hotel Administration 221</i>)†	1
Fundamentals of Statistical Analysis and Inference (<i>Hotel Administration 484</i>)†	3
French, Spanish, or other modern languages, according to preparation†	6

The Sophomore Year

Specifically Required

Hotel Accounting (<i>Hotel Accounting 181 and 182</i>)	6
Chemistry (<i>Hotel Administration 214-215</i>)	6
Food Preparation (<i>Hotel Administration 220</i>)	3
Meat Science and Management (<i>Hotel Administration 206</i>)	3
Applied Psychology I: Personnel Management (<i>Hotel Administration 119</i>)	3
Fundamentals of Facilities Management (<i>Properties Management 460</i>)	3
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Suggested Electives

Food and Beverage Control (<i>Hotel Accounting 184</i>)†	2
Sanitation (<i>Hotel Administration 221</i>)†	1
Accounting Machines in Hotels (<i>Hotel Accounting 288</i>)†	1
Fundamentals of Statistical Analysis and Inference (<i>Hotel Administration 484</i>)†	3
Marketing (<i>Hotel Administration 77</i>)	2
French, Spanish, or other modern languages, according to preparation†	6

* This arrangement is offered for illustration. Variations of it are acceptable provided only that the requirements for the degree as set forth on pp. 78-79 are met. The courses mentioned are described in detail on pp. 17-42.

† Hotel elective. Fifteen semester hours of courses so marked are to be taken.

The Junior Year

Specifically Required

	Semester Hours
Oral Communication (<i>Communication Arts 301</i>)	3
Quantity Food Production: Management of the Operation (<i>Hotel Administration 201</i>)	4
Law of Business (<i>Hotel Administration 171-271</i>)*	4
Mechanical and Electrical Problems (<i>Properties Management 462-463</i>)	6

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Suggested Electives

Lectures on Hotel Management (<i>Hotel Administration 155</i>)†	1
Applied Psychology II (<i>Hotel Administration 217</i>)†	2
Applied Psychology III (<i>Hotel Administration 218</i>)†	2
Law as Related to Innkeeping (<i>Hotel Administration 172</i>)†	2
Law of Business: Contracts, Bailments, and Agency (<i>Hotel Administration 272</i>)†	2
Law of Business: Business Organization, Partnerships and Corporations (<i>Hotel Administration 274</i>)†	2
Auditing (<i>Hotel Accounting 183</i>)†	3
Food and Beverage Control (<i>Hotel Accounting 184</i>)†	2
General Survey of Real Estate (<i>Hotel Administration 191</i>)†	2
General Insurance (<i>Hotel Administration 196</i>)†	3
Managerial Aspects of Purchasing (<i>Hotel Administration 118</i>)†	2
Classical Cuisine (<i>Hotel Administration 202</i>)†	2
Smorgasbord (<i>Hotel Administration 203</i>)†	2
A Survey of Convenience Foods (<i>Hotel Administration 204</i>)†	2
Resort Management (<i>Hotel Administration 113</i>)†	1
Fundamentals of Computers (<i>Hotel Administration 469</i>)†	3
Marketing (<i>Hotel Administration 77</i>)†	2
Tourism (<i>Hotel Administration 175</i>)†	2
Restaurant Management (<i>Hotel Administration 251</i>)†	3
Marketing (<i>Hotel Administration 177</i>)†	2
Marketing II (<i>Hotel Administration 277</i>)†	2
Preliminary Programming (<i>Food Facilities Engineering 361</i>)†	3

* For the law requirement, the student may substitute for *Hotel Administration 271* H.A. 172, 272, or 274.

† Hotel elective. Fifteen semester hours of courses so marked are to be taken.

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The Senior Year

Specifically Required

	Semester Hours
Financial Economics (<i>Hotel Administration 461</i>).....	3
An elective course in economics*.....	3
Restaurant Planning and Construction (<i>Properties Management 464</i>).....	3

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Suggested Electives

Union-Management Relations in the Hotel Industry (<i>Hotel Administration 316</i>)†.....	2
Seminar in Organizational Behavior and Administration (<i>Hotel Administration 319-419</i>)†.....	4
Law of Business: Contracts, Bailments, and Agency (<i>Hotel Administration 272</i>)†.....	2
Law of Business: Business Organization, Partnerships and Corporations (<i>Hotel Administration 274</i>)†.....	2
Managerial Accounting in the Hospitality Industry (<i>Hotel Accounting 180</i>)†.....	3
Investment Management (<i>Hotel Accounting 241</i>)†.....	2
Tax Basis for Managerial Decisions (<i>Hotel Accounting 242</i>)†.....	1
Auditing (<i>Hotel Accounting 183</i>)†.....	3
Financial Interpretation and Measurements (<i>Hotel Accounting 283</i>).....	3
Financial Planning (<i>Hotel Accounting 284</i>).....	3
Seminar in Financial Management (<i>Hotel Accounting 285</i>)†.....	2
Economics of Financial Management (<i>Hotel Accounting 287</i>)†.....	2
Seminar in Real Estate Finance and Investment (<i>Hotel Administration 192</i>)†.....	2
Managerial Letter Writing (<i>Hotel Administration 132A</i>)†.....	2
Hospital Food Service Administration (<i>Hotel Administration 223</i>)†.....	2
International Hotel Cuisine (<i>Hotel Administration 205</i>)†.....	3
Beverage Management (<i>Hotel Administration 252</i>)†.....	3
Catering for Special Functions (<i>Hotel Administration 254</i>)†.....	2
Special Problems in Food (<i>Hotel Administration 353</i>)†.....	1
Commercial Financing (<i>Hotel Administration 291</i>)†.....	2
Fundamentals of Computers (<i>Hotel Administration 469</i>)†.....	3
Seminar in Hospitality Simulation Exercises (<i>Hotel Administration 470</i>)†.....	3
Marketing I (<i>Hotel Administration 177</i>)†.....	2
Marketing II (<i>Hotel Administration 277</i>)†.....	2
Communication (<i>Hotel Administration 278</i>)†.....	2
Seminar in Hotel Planning (<i>Properties Management 265</i>)†.....	3
Seminar in Hotel Guest Room Design, Construction and Renovation (<i>Properties Management 466</i>)†.....	3
Seminar in Hotel Lighting and Color (<i>Properties Management 468</i>)†.....	3
Equipment: Layouts, Design, and Working Drawings (<i>Food Facilities Engineering 362</i>)†.....	3
Food Facilities Engineering: Specifications, Shop Drawings, and Contract Supervision (<i>Food Facilities Engineering 363</i>)†.....	3

* The requirement in elective economics may be satisfied by any course in economics beyond Economics 101-102 or Hotel Administration 243-244, or by three hours selected from Hotel Accounting 241, 242, 285 and Hotel Administration 274.

† Hotel elective. Fifteen semester hours of courses so marked are to be taken.

Hotel Electives

(From this list at least fifteen semester hours are to be taken to satisfy the hotel elective requirement.)

Managerial Accounting in the Hospitality Industry (<i>Hotel Accounting 180</i>)	3
Auditing (<i>Hotel Accounting 183</i>)	3
Food and Beverage Control (<i>Hotel Accounting 184</i>)	2
Internal Control in Hotels (<i>Hotel Accounting 286</i>)	2
Front Office Accounting Machines in Hotels (<i>Hotel Accounting 288</i>)	1
Problems in Financial Analysis (<i>Hotel Accounting 189</i>)	2
Special Studies in Accounting and Finance (<i>Hotel Accounting 289</i>)	(to be arranged)
Lectures in Hotel Management (<i>Hotel Administration 155</i>)	1
Management Principles (<i>Hotel Administration 250</i>)	2
Management Principles II (<i>Hotel Administration 255</i>)	2
Resort Management (<i>Hotel Administration 113</i>)	1
Club Management (<i>Hotel Administration 222</i>)	1
Restaurant Management (<i>Hotel Administration 251</i>)	3
Beverage Management (<i>Hotel Administration 252</i>)	3
International Hotel Management Survey (<i>Hotel Administration 71</i>)	2,3
Applied Psychology II (<i>Hotel Administration 217</i>)	2
Applied Psychology III (<i>Hotel Administration 218</i>)	2
Union-Management Relations in the Hotel Industry (<i>Hotel Administration 316</i>)	2
Seminar in Organizational Behavior and Administration (<i>Hotel Administration 319 and 419</i>)	4
Law of Business (<i>Hotel Administration 271</i>)	2
Law as Related to Innkeeping (<i>Hotel Administration 172</i>)	2
Law of Business: Contracts, Bailments, and Agency (<i>Hotel Administration 272</i>)	2
Law of Business Organization, Partnerships and Corporations (<i>Hotel Administration 274</i>)	2
Marketing (<i>Hotel Administration 77</i>)	2
Tourism (<i>Hotel Administration 175</i>)	2
Marketing I (<i>Hotel Administration 177</i>)	2
Marketing II (<i>Hotel Administration 277</i>)	2
Communication (<i>Hotel Administration 278</i>)	2
Seminar in Marketing (<i>Hotel Administration 421</i>)	2
Typewriting (<i>Hotel Administration 37</i>)	2
Typewritten Communication (<i>Hotel Administration 37A</i>)	2
Shorthand Theory (<i>Hotel Administration 131</i>)	3
Secretarial Typewriting and Procedures (<i>Hotel Administration 132</i>)	3
Managerial Letter Writing and Dictating (<i>Hotel Administration 132A</i>)	2
Shorthand Transcription (<i>Hotel Administration 133</i>)	2
General Survey of Real Estate (<i>Hotel Administration 191</i>)	2
Seminar in Real Estate and Investment (<i>Hotel Administration 192</i>)	2
Commercial Financing (<i>Hotel Administration 291</i>)	2
General Insurance (<i>Hotel Administration 196</i>)	3
Seminar in Hotel Administration (<i>Hotel Administration 153</i>)	2,3,4
Special Studies in Research (<i>Hotel Administration 253</i>)	(to be arranged)
Fundamentals of Computers (<i>Hotel Administration 469</i>)	3
Seminar in Hospitality Simulation Exercises (<i>Hotel Administration 470</i>)	3



Fundamental Statistical Analysis and Inference (<i>Hotel Administration 484</i>).....	3
Investment Management (<i>Hotel Accounting 241</i>).....	2
Tax Basis for Managerial Decisions (<i>Hotel Accounting 242</i>).....	1
Preliminary Programming Analysis, Planning, Design, and Engineering (<i>Food Facilities Engineering 361</i>).....	3
Equipment: Layouts, Design, and Working Drawings (<i>Food Facilities Engineering 362</i>).....	3
Food Facilities Engineering: Specifications, Shop Drawings, and Contract Supervision (<i>Food Facilities Engineering 363</i>).....	3
Classical Cuisine (<i>Hotel Administration 202</i>).....	2
Smorgasbord (<i>Hotel Administration 203</i>).....	2
International Hotel Cuisine (<i>Hotel Administration 205</i>).....	3
Catering for Special Functions (<i>Hotel Administration 254</i>).....	2
Sanitation in the Food Service Operation (<i>Hotel Administration 221</i>).....	1
Menu Planning (<i>Hotel Administration 124</i>).....	1
Managerial Aspects of Purchasing (<i>Hotel Administration 118</i>).....	2
A Survey of Convenience Foods (<i>Hotel Administration 204</i>).....	2
Handling and Marketing Vegetables (<i>Vegetable Crops 212</i>).....	3
Economic Fruits of the World (<i>Pomology 301</i>).....	3
Special Problems in Food (<i>Hotel Administration 353</i>).....	1
Introductory Biochemistry (<i>Biochemistry 231</i>).....	3
Perspectives in Human Nutrition and Food (<i>Human Nutrition and Food 115A</i>).....	3
Human Physiology (<i>Biological Sciences 210</i>).....	3
Hospital Food Service Administration (<i>Hotel Administration 223</i>).....	2
Modern language, according to preparation.....	6

Suggested Program for Food Service Management*

The Freshman Year

Introductory Management (<i>Hotel Administration 100</i>)	1
Freshman Humanities	6
Psychology (<i>Hotel Administration 114</i>)	3
Accounting (<i>Hotel Accounting 81-82</i>)	6
Commercial Food Management: Survey (<i>Hotel Administration 101</i>)	3
Economics (<i>Economics 101-102</i> or <i>Hotel Administration 243-244</i>)	6
Information Systems I (<i>Hotel Administration 104</i>)	3
Sanitation in the Food Service Operation (<i>Hotel Administration 221</i>)	1
Lectures in Hotel Administration (<i>Hotel Administration 155</i>)	1
	<hr/> 30

The Sophomore Year

Hotel Accounting (<i>Hotel Accounting 181-182</i>)	6
Food Preparation (<i>Hotel Administration 220</i>)	3
Meat Science and Management (<i>Hotel Administration 206</i>)	3
Chemistry (<i>Hotel Administration 214-215</i>)	6
Fundamentals of Facilities Management (<i>Properties Management 460</i>)	3
Applied Psychology I (<i>Hotel Administration 119</i>)	3
Electives	6
	<hr/> 30

The Junior Year

Food and Beverage Control (<i>Hotel Accounting 184</i>)	2
Mechanical and Electrical Problems (<i>Properties Management 462-463</i>)	6
Quantity Food Production: Management of the Operation (<i>Hotel Administration 201</i>)	4
Law of Business (<i>Hotel Administration 171</i>)	2
Law of Business: Contracts, Bailments, and Agency (<i>Hotel Administration 272</i>)	2
Beverage Management (<i>Hotel Administration 252</i>)	3
Marketing (<i>Hotel Administration 77</i>)	2
Seminar in Organizational Behavior and Administration (<i>Hotel Administration 319-419</i>)	4
Electives	5
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The Senior Year

An elective course in economics	3
Financial Economics (<i>Hotel Administration 461</i>)	3
Restaurant Planning & Construction (<i>Properties Management 464</i>)	3
Classical Cuisine (<i>Hotel Administration 202</i>)	2
Seminar in Hotel Administration (<i>Hotel Administration 153</i>)	2, 3, or 4
Managerial Aspects of Purchasing (<i>Hotel Administration 118</i>)	2
Hospital Food Service Administration (<i>Hotel Administration 223</i>)	2
Restaurant Management (<i>Hotel Administration 251</i>)	3
Marketing (<i>Hotel Administration 177</i>)	2
Law of Business: Business Organization, Partnerships and Corporations (<i>Hotel Administration 274</i>)	2
General Insurance (<i>Hotel Administration 196</i>)	3
General Survey of Real Estate (<i>Hotel Administration 191</i>)	2
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* This program is suggested for illustration. Many variations are available.

Suggested Program for Prospective Club Managers*

The Freshman Year

Accounting (<i>Hotel Accounting 81-82</i>)	6
Introductory Management (<i>Hotel Administration 100</i>)	1
Freshman Humanities	6
Economics (<i>Economics 101-102 or Hotel Administration 243-244</i>)	6
Psychology (<i>Hotel Administration 114</i>)	3
Commercial Food Management: Survey (<i>Hotel Administration 101</i>)	3
Lectures on Hotel Management (<i>Hotel Administration 155</i>)	1
Information Systems I (<i>Hotel Administration 104</i>)	3
Electives	1
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The Sophomore Year

Hotel Accounting (<i>Hotel Accounting 181-182</i>)	6
Meat Science and Management (<i>Hotel Administration 206</i>)	3
Fundamentals of Facilities Management (<i>Properties Management 460</i>)	3
Chemistry (<i>Hotel Administration 214-215</i>)	6
Food Preparation (<i>Hotel Administration 220</i>)	3
Sanitation in the Food Service Operation (<i>Hotel Administration 221</i>)	1
Applied Psychology I (<i>Hotel Administration 119</i>)	3
Electives	5
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The Junior Year

Mechanical and Electrical Problems (<i>Properties Management 462-463</i>)	6
Managerial Aspects of Purchasing (<i>Hotel Administration 118</i>)	2
Seminar in Organizational Behavior and Administration (<i>Hotel Administration 319-419</i>)	4
Quantity Food Production: Management of the Operation (<i>Hotel Administration 201</i>)	4
Club Management (<i>Hotel Administration 222</i>)	1
Law of Business (<i>Hotel Administration 171</i>)	2
Law as Related to Innkeeping (<i>Hotel Administration 172</i>)	2
Classical Cuisine (<i>Hotel Administration 202</i>)	2
Electives	7
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The Senior Year

An elective course in economics	3
Financial Economics (<i>Hotel Administration 461</i>)	3
Restaurant Planning and Construction (<i>Properties Management 464</i>)	3
Food and Beverage Control (<i>Hotel Accounting 184</i>)	2
Beverage Management (<i>Hotel Management 252</i>)	3
Restaurant Management (<i>Hotel Administration 251</i>)	3
Electives in the humanities	13
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* This program equals or exceeds the recommendation of the Club Managers Association of America.

Suggested Program for a Major in Food Facilities Planning and Design*

The Freshman Year

Introductory Management (<i>Hotel Administration 100</i>)	2
Freshman Humanities	6
Economics (<i>Economics 101-102 or Hotel Administration 243-244</i>)	6
Accounting (<i>Hotel Accounting 81-82</i>)	7
Psychology (<i>Hotel Administration 114</i>)	3
Commercial Food Management: Survey (<i>Hotel Administration 101</i>)	3
Information Systems I (<i>Hotel Administration 104</i>)	3
Electives	2
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The Sophomore Year

Hotel Accounting (<i>Hotel Accounting 181-182</i>)	6
Applied Psychology I (<i>Hotel Administration 119</i>)	3
Food Preparation (<i>Hotel Administration 220</i>)	3
Chemistry (<i>Hotel Administration 214-215</i>)	6
Sanitation in the Food Service Operation (<i>Hotel Administration 221</i>)	1
Fundamentals of Facilities Management (<i>Properties Management 460</i>)	3
Meat Science and Management (<i>Hotel Administration 206</i>)	3
Preliminary Programming (<i>Food Facilities Engineering 361</i>)	3
Electives	2
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The Junior Year

Quantity Food Production: Management of the Operation (<i>Hotel Administration 201</i>)	4
Mechanical and Electrical Problems (<i>Properties Management 462-463</i>)	6
Law of Business (<i>Hotel Administration 171-272</i>)	4
Real Estate (<i>Hotel Administration 191</i>)	2
Equipment: Layouts, Design, and Working Drawings (<i>Food Facilities Engineering 362</i>)	3
Marketing (<i>Hotel Administration 77</i>)	2
Electives	9
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The Senior Year

An elective course in economics	3
Financial Economics (<i>Hotel Administration 461</i>)	3
Food Facilities Engineering: Specifications, Shop Drawings, and Contract Supervision (<i>Food Facilities Engineering 363</i>)	3
Law of Business: Business Organization, Partnerships and Corporations (<i>Hotel Administration 274</i>)	2
Restaurant Management (<i>Hotel Administration 251</i>)	3
Marketing (<i>Hotel Administration 177</i>)	2
Seminar in Hotel Planning (<i>Properties Management 265</i>)	3
Seminar in Hotel Lighting and Color (<i>Properties Management 468</i>)	3
Seminar in Hotel Construction (<i>Properties Management 466</i>)	3
Electives	5
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* This program, as it stands or as it may be varied with the approval of the faculty, will satisfy the requirement for the degree of Bachelor of Science in Hotel Administration with a major in food facilities planning and design.

Certified Public Accounting

Graduates who plan to go into hotel and restaurant accounting and who expect eventually to become candidates for admission to the examination for a certificate as a certified public accountant in the State of New York may, by taking a special program, earn the certification of the School of Hotel Administration as having completed the course of study approved by the Education Department of the state of New York. The program involves carrying a substantial load of additional subjects. Students should consult with Professor Cladel.

American Dietetic Association

Students who look forward to careers that may involve responsibility for food operations in hotels, schools, colleges, and institutions generally may wish to satisfy the requirements for membership in the American Dietetic Association. To do so, it is necessary only to include among their electives a course in human physiology (*Biological Sciences 210*); a course in advanced food preparation management (such as *Hotel Administration 202 or 203*); a course in human nutrition (*Human Nutrition and Food 115*); and a course in personnel management (such as *Hotel Administration 119*). These electives together with the specifically required courses will meet the educational requirements for membership in the American Dietetic Association. To qualify as a therapeutic and administrative dietician, the candidate must also complete three hours of Biochemistry (*Biochemistry 231*), substitute Principles of Human Nutrition (*Human Nutrition and Food 332*) for Human Nutrition (*Human Nutrition and Food 115A*), and also complete Nutrition and Disease (*Human Nutrition and Food 441*).

Workshops for Executives

Workshops for executives in the hotel, restaurant, and club industry are frequently held by the School of Hotel Administration on the Cornell University campus and in other sections of the United States. The School also conducts many of its workshops in countries overseas.

For information concerning registration, housing, and fees, write to Assistant Dean G. W. Lattin, School of Hotel Administration, Cornell University, Ithaca, New York 14850.

Summer Short Courses

The School of Hotel Administration offers a series of short unit courses for persons actively engaged in hotel and restaurant work. One, two, or three weeks in length, they cover such topics as hotel operation, motel operation, restaurant management, advertising and sales promotion, personnel methods, quantity food preparation, hotel stewarding, menu planning, hotel accounting, restaurant accounting, food control, interpretation of hotel statements, food facilities engineering, hotel housekeeping, and hospital operation.

Requests for detailed information should be addressed to the Dean of the School, Statler Hall, Cornell University, Ithaca, New York 14850.

Research and Development Program

The School of Hotel Administration has a full-time research and development staff who undertake projects sponsored by foundations and government and industry groups. Studies completed or under way involve the applications of data processing for hotels and a new hotel management system, sponsored by the Statler Foundation; the use of ready foods; applications of glass to food service, by Corning Glass Works; the use of plastic dinnerware, for the American Cyanamid Company; silver detarnishing; mattress testing, in conjunction with the National Association of Bedding Manufacturers; a study of wall coverings; carpet research; guest preference research, at the request of AH&MA; tourism development; and employee orientation and training studies.

Research studies are published in the School's technical quarterly, the *Cornell Hotel and Restaurant Administration Quarterly* from which reprints may be obtained. For further information, address inquiries to Professor Paul R. Broten, Director of Research and Development, Statler Hall, Cornell University, Ithaca, New York 14850.

Publications

The *Cornell Hotel and Restaurant Administration Quarterly* is published in February, May, August, and November and presently has subscribers in thirty-seven countries on six continents. In addition to serving as a vehicle to make available the School's research studies, this magazine also deals with other investigations of timely merit in the hotel, restaurant, club, and institutional field. Each August it issues a *Bibliography for Hotel and Restaurant Administration*, which is a guide to other publications in the hotel and restaurant field. Numerous manuals and several books have likewise been published by the School. For further information, address inquiries to Prof. Helen J. Recknagel, managing editor, the *Cornell Hotel and Restaurant Administration Quarterly*, Statler Hall, Cornell University, Ithaca, New York 14850.

Practice Requirement

As part of degree requirements, each student enrolled in the School of Hotel Administration must complete *before the last term of residence* three summer periods (or their equivalent) of supervised employment on approved jobs in approved hotels or restaurants or similar institutions. For purposes of administration this requirement is also stated as *the completion, before beginning the last term of residence, of at least sixty points of practice credit, where the point of credit is so defined that the normal summer's work of about ten weeks, with all appropriate*⁵ *notices and reports count for approximately twenty points.* For exceptionally good types of experience, good workmanship, and excellent reports, excess credit is given; while for poor experience, poor workmanship, or poor or tardy reports, less than normal credit is allowed.

The requirement has a number of objectives. The student on practice at some minor or menial job can test his interest in work in the field. He can learn by experience the points of view of the employee. He can learn by observation the duties of fellow workers in related jobs, in superior or inferior posts. With thought and imagination he can reflect upon and learn something of the problems of management and their solution. Upon returning to the classroom, the student can then draw upon incidents in his experience to illustrate and to understand the ideas developed by the instructor. After graduation, he can rest his application for permanent employment in part upon his practice experience record and in many cases can rely on contacts established during the practice period to initiate and support his candidacy.

Credit for hotel or restaurant experience is estimated on the basis of the number of weeks worked, and reports filed by the students and by the employers. A limited amount of credit may be earned before entering college. A maximum of twenty points will be allowed any entering freshman for work experience performed within three years prior to matriculation. A maximum of thirty points will be allowed any transfer student for work done prior to matriculation. Therefore, students who expect to be employed in the field before entering Cornell University and who wish to count that work against the practice requirement should apply before beginning work or as soon thereafter as possible to the Committee on Practice for instructions. Not more than thirty points of practice credit may be earned in any one hotel or restaurant, and only fifteen points may be earned while earning academic credit.⁶ Applications for practice credit must be made soon after registration. No credit will be allowed for prior experience not reported promptly.

Each student enrolled in the School is expected to spend his summer vacation periods at approved work until the sixty point requirement is satisfied.

5. As set forth in the Practice Instructions supplied on request to the School, Statler Hall.

6. This is modified to forty and thirty points respectively for work accomplished at the School's Statler Inn.

Failure to submit the required notices and reports may result in not satisfying the requirement that sixty practice credits be earned before the beginning of the last term of residence. Plans for the summer should be made definite only after a study of the practice instructions. Formal application for credit must be filed on or before the first day of classes following the completion of the period of experience. Attention is called especially to the fact that the practice requirement must be satisfied before the beginning of his last term of residence. No student is permitted to register for his final term of residence until he has satisfied the practice requirement in full.

Since cadets in the Army Reserve Officers Training Corps are expected to spend six weeks in camp during the summer before their senior year, it is especially desirable that hotel students who plan to join the Corps and to elect the advanced courses in military science make every effort to expedite their practice work early. By working the full vacation periods of thirteen weeks and by filing superior early reports, it is possible to satisfy the practice requirements and to attend the final summer training camp. Similarly, students enrolled in the Navy Reserve Officers Training Corps who must make summer cruises should anticipate the practice requirements as much as possible.

Although the practice is an essential part of the student's program, the School does not guarantee summer positions. Through the School's numerous contacts with the hotel and restaurant industry a considerable number of openings are available for students of high promise. Other students are assisted in finding work, and ordinarily American students find jobs quite readily. Jobs suitable for foreign students are considerably less numerous. Consequently, the foreign student must expect to have more difficulty in getting located. The School will give assistance as it can to foreign students but in no case can guarantee placement or assume responsibility for it.

Some hotel and restaurant organizations (among them the Hotel Corporation of America, Hilton Hotels, Inter-Continental Hotels Corporation, Sheraton Hotels, and Stouffer's and Marriott Corporation) make a point of providing experience opportunities for Cornell students, giving them special apprenticeship arrangements with rotated experience.

The type of experience for which practice credit has been given is illustrated in the following list of jobs previously listed by hotel students.

Food Service Supervisor, Racquet Club, Philadelphia, Pennsylvania
 Manager, Elka Club, Elka Park, New York
 Datum Club Supervisor (Manager), Commissioned Officers' Mess, Open, United States Naval Base, Newport, Rhode Island
 Food and Beverage Control Trainee, London Hilton, London, England
 Accounting Checker, Laventhol Krekstein Horwath and Horwath, New York City
 Steward, Blackhawk Restaurant, Chicago, Illinois
 Desk Clerk, Holiday Inn, Easton, Maryland
 Design Draftsman, Buckelius Food Service Equipment Company, Shreveport, Louisiana
 Housekeeping Staff, Sheraton-Boston, Boston, Massachusetts

Bell Captain, Island Inn Motor Hotel, Westbury, New York
 Food Service Supervisor, Disneyland, Anaheim, California
 Manager, Western Drive-In, Akron, Ohio
 Cook, Statler Inn, Ithaca, New York
 Host, Queens Surf Restaurant, Honolulu, Hawaii
 Assistant Manager, Host Town Motel, Lancaster, Pennsylvania
 Baker's Helper, Pleasantdale Bakery, West Orange, New Jersey
 Manager, Hyannisport Club, Hyannisport, Massachusetts
 Auditor, Price Waterhouse & Company, New York City
 Waiter, Sante Fe Railroad, Chicago, Illinois

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Trainee, Caribe Hilton Hotel, San Juan, Puerto Rico

Assistant Head Cashier, Grossinger's, Grossinger, New York

Assistant Credit Manager, Sheraton-Atlantic, New York City

Banquet-Sales Trainee, Huntington Town House, New York City

Supervisor, York Hospital, York, Pennsylvania

Executive Trainee, El Ponce Intercontinental Hotel, Ponce, Puerto Rico

Busboy-Barwaiter, Deepdale Golf Club, Manhasset, New York

Bartender, Bethesda Country Club, Bethesda, Maryland

Expenses and Self-Support

A detailed statement regarding fees and expenses will be found in the *Announcement of General Information*, a copy of which will be sent on request. In brief, the student will be held, on registering, for the following fees each semester.

Tuition*	\$1,025.00
General Fee†	275.00
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Total Per Term*	\$1,300.00

Living expenses, in addition to the above fees, depend upon the student's taste and standards and probably range upwards from \$800 a term. Thus, for the school year of nine months, a total of about \$4,200 is needed. Clothing, transportation, and fraternity dues are not included.

The student who wishes to be partially self-supporting can ordinarily earn his room or his meals, reducing the school-year budget to \$2,800 or \$3,000. Many earn more, but the sacrifice of time and energy and the drain of classroom work are heavy, especially the first year. Savings from summer earnings range from about \$500 to \$1,200. Self-supporting students may also apply for loans and for scholarships.

Health Services and Medical Care

Health services and medical care for students are centered in two Cornell facilities: the Gannett Medical Clinic (out-patient department), 10 Central Avenue, and the Sage Infirmary, Sage Place (entrance on East Seneca Street between Stewart Avenue and Schuyler Place). Students are entitled to unlimited visits at the Clinic (appointments with individual doctors at the Clinic may be made, if desired, by calling or coming in person; an acutely ill student will be seen promptly whether he has an appointment or not).

Emergency Service: Students who need medical attention during the hours the Clinic is closed, may go to Sage Infirmary. If an accident or serious illness occurs, the physician on Emergency Service may be reached by calling 275-3493 during Clinic hours or 272-6962 after Clinic hours.

Students are also entitled to laboratory and x-ray examinations indicated for diagnosis and treatment, hospitalization in the Sage Infirmary with medical

* Tuition and fees may be changed by the Board of Trustees to take effect at any time without previous notice.

† The General Fee contributes toward the services given by the libraries, the Gannett Clinic and Sage Infirmary, and the student center in Willard Straight Hall; it also pays part of the costs of laboratory courses, general administration, physical recreation, and student activities. For information about other fees, methods of payment, and automobile regulations, see the *Announcement of General Information*.

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care for a maximum of fourteen days each term, and emergency surgical care. The cost of these services is covered in the General Fee.

On a voluntary basis, insurance is available to supplement the services provided by the General Fee. For further details, including charges for special services, see the *Announcement of General Information*. If, in the opinion of the University authorities, the student's health makes it unwise for him to remain in the University, he may be required to withdraw.

Scholarships and Other Aids

Many students displaying real promise and ability simply cannot meet their financial obligations without substantial scholarship assistance. The veteran is likely to find it necessary to supplement his G.I. aid. The School of Hotel Administration has developed considerable financial aid and loan resources so that many worthwhile young people can count on assistance. Attention is called to the fact, however, that the School can only supplement personal resources.

Financial aid is available from the general scholarship fund of the University and a number of Hotel School scholarships. Aid is available through work opportunities in the Statler Inn and Club, on the campus, and in the community. The loan funds of the Cornell Society of Hotelmen and the Guiteau Fund are also available.

Applications

A *new student* seeking scholarship aid through any of the scholarships awarded by Cornell University listed below may become an applicant by filing a single application on a blank obtainable on request from the University Office of Admissions. The application is handled through the College Scholarship Service, which centrally processes scholarship applications for a large number of universities so that information provided for Cornell is available for use by all other participating institutions as well. His application then becomes valid for any scholarship open to Cornell students generally, for any scholarship awarded by the School of Hotel Administration, and for such scholarships at other institutions as he may indicate.

The formal application is due at Cornell not later than January 15 of the year of admission. Candidates must take the Scholastic Aptitude Tests not later than the January sittings.

In the awards, consideration is given to the financial situation of the student and his family and to his academic ability as evidenced by his preparatory school record, his scholastic aptitude test scores, and the interview.

Prospective students are eligible also for a number of scholarships awarded by non-Cornell agencies. Some of them are described on pp. 100-102.

New York State offers various types of financial assistance to qualified college students who are State residents. Information may be obtained by writing to the Regents Examination and Scholarship Center, New York State Education Department, Albany, New York 12201.

Students already enrolled in the School may obtain scholarship application blanks at the School office. In making the award to continuing students, consideration is given to need as evidenced by the family's financial situation and by the student's scholastic record as well as his overall promise.

Scholarships Awarded by the School

THE LAVENTHOL KREKSTEIN HORWATH & HORWATH SCHOLARSHIP, endowed by the original firm of Horwath & Horwath as the School's first scholarship, now adds to the income on the endowment an amount to bring the annual total available to \$1,500.

THE NEW JERSEY STATE HOTEL ASSOCIATION SCHOLARSHIPS are supported by an annual grant of \$400 from the New Jersey State Hotel Association. In the award, preference is given to residents of New Jersey.

THE PENNSYLVANIA HOTELS ASSOCIATION SCHOLARSHIP, established in 1933, entitles the holder to \$200 a year. In the award, preference is given to residents of Pennsylvania.

THE HARRIS, KERR, FORSTER & COMPANY SCHOLARSHIP, established by the firm of accountants of that name, is supported by an annual grant of \$400, and is awarded to worthy students of promise, in the accounting field.

THE NEEDHAM AND GROHMANN SCHOLARSHIP, established in 1933 by the advertising agency of that name, entitles the holder to \$500 a year, and recognizes particularly scholarship in hotel advertising.

THE A. E. STOUTER SCHOLARSHIP, established by the Stouffer Corporation, operators of the Stouffer Restaurants in Cleveland, Detroit, Philadelphia, Pittsburgh, New York, and Chicago, entitles the holder to the income available from the A. E. Stouffer Scholarship Fund of \$5,200 and recognizes particularly scholarship in subjects related to restaurant operation.

THE NEW YORK STATE HOTEL ASSOCIATION SCHOLARSHIP, supported by subscriptions from members of that association, provides stipends of varying amounts. In the award, preference is given to residents of New York State.

THE PARTRIDGE CLUB SCHOLARSHIP, established by the Partridge Club of New York, Inc., is supported by an annual grant of \$600. The award is open to a needy student who is a citizen of the United States and a resident of metropolitan New York.

THE THOMAS L. BLAND SCHOLARSHIP, consisting of the income available from a bequest of \$10,000, is given to a "deserving and needful person," preference being given to residents of the late Mr. Bland's native state of North Carolina.

THE F. AND M. SCHAEFER SCHOLARSHIP was established in 1940 by an endowment of \$12,500 as a memorial to Frederick and Maximilian Schaefer, founders in 1842 of the F. and M. Schaefer Brewing Company. In making the award, preference is given, where equitable, to students from New England or the Middle Atlantic states.

THE RALPH HITZ MEMORIAL SCHOLARSHIP is supported by an endowment of \$10,000 contributed by his friends to honor the memory of the late Ralph Hitz, founder of the National Hotel Management Company.

THE HERBERT L. GRIMM MEMORIAL SCHOLARSHIP consists of the income from an endowment of approximately \$3,000 contributed by the friends of the late Mr. Grimm through the Pennsylvania Hotels Association, of which he was for many years an active member.

THE ALBERT PICK HOTELS AND MOTELS SCHOLARSHIP is supported by an annual donation of \$500 from Albert Pick, Jr., president of the Pick Hotels Corporation, Chicago, Illinois.

THE KOEHL, LANDIS, AND LANDAN SCHOLARSHIP is an annual grant of \$250 donated by the advertising firm of that name.

THE DUNCAN HINES FOUNDATION SCHOLARSHIPS are grants of \$1,000 donated by the trustees of the Duncan Hines Foundation, for the benefit of students "engaged in special studies in foods, food values, dietetics, culinary arts, and similar subjects."

THE JOHN SHERRY SCHOLARSHIP was established in recognition of Mr. Sherry's many years of voluntary service on the faculty.

THE ANHEUSER-BUSCH SCHOLARSHIPS, supported by an annual donation of \$2,500, are awarded on the basis of academic excellence, financial need, and leadership qualities.

THE LUCIUS M. BOOMER SCHOLARSHIP, representing the royalties of Mr. Boomer's book, *Hotel Management*, is available through the generosity of Mrs. Boomer for award to students from Norway, her native country.

THE FRANK A. MCKOWNE SCHOLARSHIP, originally established by the School itself in memory of Mr. McKowne and in recognition of his many years of service as chairman of the Committee on Education of the American Hotel Association, was endowed in 1952 by the Statler Foundation, of which he was for many years a trustee. Grants are made according to need in amounts of up to \$1,500 a year.

THE McCORMICK AND COMPANY SCHOLARSHIP is supported by an annual grant of \$600 from McCormick and Company of Baltimore. It is awarded to students in need of financial assistance who, in respect to superior character, interest, and scholarship, give evidence of being worthy recipients.

THE HOTEL ASSOCIATION OF NEW YORK CITY MEMORIAL SCHOLARSHIPS, established by that association as memorials to its deceased members, are supported by annual grants of \$1,000. The awards are open to needy and worthy students from the area of metropolitan New York. Preference is given to children of hotel workers.

THE ELLSWORTH MILTON STATLER SCHOLARSHIPS were established by the Statler Foundation in memory of the founder of Hotels Statler Company, who was the donor, through the Foundation, of Statler Hall. The scholarships are awarded to promising needy students and carry an annual stipend of \$1,500 to \$2,500 each, according to the need.

THE WILLIAM W. MALLESON SCHOLARSHIP was established in recognition of the voluntary service on the faculty of William W. Malleison, Jr., of Skytop Lodge, Pennsylvania.

THE PITTINGER SCHOLARSHIP was created from a bequest of \$3,000 by the late George W. Pittenger, for many years an officer of the American Hotel Association. The award is open to a worthy student from Switzerland.

THE CALLIS SCHOLARSHIP, initiated through the generosity of Mr. H. B. Callis, long-time friend of the School, in the name of his two sons, E. C. Callis '42, and H. B. Callis, Jr. '49, is supported by the income from an endowment of over \$10,000.

THE THOMAS PHELPS JONES MEMORIAL SCHOLARSHIP, sponsored by the Food Service Executives Association in memory of their distinguished former member, Mr. Thomas Phelps Jones of Boston, carries an annual grant of \$500.

THE HOWARD JOHNSON SCHOLARSHIPS, initiated in 1955, are maintained by annual grants from the Howard D. Johnson Company. The scholarships carry a stipend of \$500 and are awarded on the basis of promise and need, with preference to those interested in restaurant work.

THE NATIONAL ASSOCIATION OF HOTEL AND RESTAURANT MEAT PURVEYORS SCHOLARSHIP, awarded on the basis of need and without regard to race, religion, or national descent, provides \$250 annually.

THE HILTON HOTELS INTERNATIONAL SCHOLARSHIP of \$1,000 was established by Conrad N. Hilton to be awarded each year to an outstanding foreign student whose scholastic record and personal character and attributes make him worthy of recognition.

THE H. B. MEEK SCHOLARSHIP was initiated by E. Lysle Aschaffenburg, who solicited contributions from friends and alumni.

THE SCHOLARSHIP OF THE NEW YORK CITY CHAPTER, CORNELL SOCIETY OF HOTELMEN, is maintained by contributions from members of the Chapter. In the award, preference is given to candidates from the metropolitan New York area.

THE SCHOLARSHIP OF THE PHILADELPHIA CHAPTER, CORNELL SOCIETY OF HOTELMEN, is maintained by contributions from members of the Chapter. Preference is given to candidates from the Philadelphia area.

THE GEORGES AND MARIAN ST. LAURENT SCHOLARSHIP is the gift of Mr. and Mrs. St. Laurent. This scholarship is open to undergraduate men and women who have completed at least one term in residence.

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THE JOHN COURTNEY MEMORIAL SCHOLARSHIP was established by the Cornell Society of Hotelmen, the organization of the alumni of the School of Hotel Administration, in memory of John Courtney, a member of the School's first graduating class, a long-time member of its faculty, and secretary of the Society from its founding in 1928 to his death in 1957. Members of the Society and friends have raised a fund of \$10,000.

THE CLUB MANAGERS ASSOCIATION SCHOLARSHIP is supported by annual donations in varying amounts from the Club Managers Association of America.

THE GROSSINGER SCHOLARSHIPS, established in tribute to Mrs. Jennie Grossinger, are supported by annual grants of \$250 each from Mrs. Grossinger's son Paul '36, and from the Grossinger Hotel.

THE PLEASANT VALLEY WINE COMPANY GRANT is supported by an annual contribution of \$1,000 for worthy students of the School of Hotel Administration, with preferences given to those who are employed at the Statler Inn.

THE UNITED STATES BREWERS ASSOCIATION SCHOLARSHIPS, which are granted in varying amounts according to need and merit, have been maintained by annual grants from the United States Brewers Association, Inc.

THE DORADO BEACH SCHOLARSHIP, gift of Laurance S. Rockefeller, who developed that resort, carry an annual stipend up to \$2,000 over a four-year period. Open to candidates who are native to or have strong ties with Puerto Rico, the Virgin Islands of the United States, and Hawaii, and who evidence a serious interest in hotel administration.

THE I.T.T.-SHERATON CORPORATION OF AMERICA SCHOLARSHIP represents a contribution of \$250 for each graduate of the School of Hotel Administration who takes employment with that company during the previous year.

THE CORNING GLASS WORKS FOUNDATION SCHOLARSHIPS, originally established in 1960, have now been endowed through a Centennial Campaign gift and are awarded on the basis of merit and need.

THE SCHOLARSHIP OF THE WASHINGTON CHAPTER, CORNELL SOCIETY OF HOTELMEN was initiated by contributions from members of the Chapter. In the award, preference is given to candidates from the Washington area.

THE ADRIAN PHILLIPS SCHOLARSHIP was established by the Hotel Sales Management Association to honor Mr. Phillips, their Executive Vice President, who conducted a course in hotel sales promotion at Cornell University for twenty-five years. Preference is given to applicants on the basis of their interest in sales as well as their need.

THE TAYLOR FOUNDATION SCHOLARSHIPS are provided by the Taylor Scholarship Foundation, established and directed during his lifetime by the late S. Gregory Taylor, former president of the Hotel St. Moritz in New York City, and later directed by his brother, Charles G. Taylor, and presently by the latter's widow, Marcia A. Taylor. Awards are made to outstanding students on the basis of scholarly achievement, evidence of high moral character, promise of leadership in the hotel and restaurant field, and financial need. Awards up to a maximum of \$3,000 annually are determined by the individual applicant's resources and needs. All students accepted by or currently enrolled in the School of Hotel Administration at Cornell are eligible, but preference is given to those of Greek descent.

THE NATIONAL DISTILLERS PRODUCTS SCHOLARSHIP is supported by an annual grant of \$1,000 from the National Distillers Products Company.

THE BANQUET MANAGERS GUILD SCHOLARSHIP was established with a grant of \$2,000 to be awarded for four years.

THE CORNELL SOCIETY OF HOTELMEN MEMORIAL SCHOLARSHIP has been established by individual subscriptions and a grant of \$5,000 from the Society as a continuing memorial to deceased alumni of the School of Hotel Administration, currently including Joan Anthony, Leslie Bentley, Robert Buell, Morgan R. Cary, Charles Christoph, Walter Clist, Jr., John M. Crandall, Clark Fountain, Ernest Henderson, E. Charles Jackson, C. Frederick Kellog, Jr., Edgar A. Kudlich, William H. Lodge, Robert E. Love, John J. Lynch, Curtis Mosso, Jess B. Neuhauser, James L. Newcomb, Bruce Parlette, Karl F. Perry, Clifford Reulein, Eben S. Reynolds, and Raymond Williams.

THE HOWE FOLDING FURNITURE SCHOLARSHIP, established by the manufacturing firm of that name, is supported by an annual grant of \$500 and particularly recognizes interest and scholarship in the field of convention hotel operation. Preference is given to members of minority groups.

THE LOEW'S HOTELS SCHOLARSHIP was initiated through the generosity of Mr. Preston Robert Tisch, president of Loew's Hotels, Inc., and represents an annual grant of \$500.

THE SAGA FOOD SERVICE SCHOLARSHIP was initiated by a gift of \$500 from that company to assist in the formal education and training of young men for the food service industry.

THE HILTON HOTELS CORPORATION SCHOLARSHIP is an annual gift of \$1,000 to be awarded to an outstanding student, a citizen of the United States, entering his third or fourth year in the School, whose scholastic record and personal character and attributes make him worthy of recognition.

THE MÖVENPICK SCHOLARSHIP, an annual gift of \$500, was given by Mr. Ueli Prager, president of Mövenpick, Ltd., a Zurich restaurant chain. The scholarship will be given to a Swiss student who demonstrates financial need and academic promise.

THE DOROTHY AND CHARLES SAYLES GRANT-IN-AID is open to a needy and promising hotel student who has completed at least one term in the School of Hotel Administration.

THE SKY CHEFS SCHOLARSHIP was established by a grant of \$1,000 to be awarded to a needy student with some preference for a future in the restaurant and food industry.

THE MERLE MARCUS MEMORIAL SCHOLARSHIP is an annual donation of \$100 from the Southern California Chapter of Hotel Sales Management Association in memory of a deceased member of that organization.

THE LEWIS GOLDSTEIN MEMORIAL SCHOLARSHIP was established by the National Fisheries Institute in the name of its late president by a grant of \$500. In the award, preference will be given to a student engaged in work with fishery products.

THE MERLE KEY GUERTIN SCHOLARSHIP was established with an initial grant of \$1,000 by members of the Best Western-Best Eastern Motel Association in honor of the founder of that nationwide referral organization. The scholarship is open to a junior particularly interested in following a career in the motel and motor hotel field.

THE MAX AND ETHEL MALAMUT FOUNDATION AWARD was established by Lewis '49 and Gary P. Malamut '54 in honor of their parents. The annual award of \$250 is available to a resident of New Jersey.

THE PAUL T. KILBORN MEMORIAL SCHOLARSHIP was established in memory of Mr. Kilborn, a leader in the hotel industry throughout his life, and is maintained by an annual gift of \$750 from his son and daughter-in-law, Paul '50 and Justine Kilborn. In keeping with Mr. Kilborn's practice of sponsoring immigrants to this country, the award is to be made to a needy foreign student who might otherwise be unable to attend Cornell University.

THE MARRIOTT CORPORATION SCHOLARSHIP GRANT was established by a grant of \$500 to assist worthy students in meeting their expenses.

THE LILLIAN SACKHEIM ERLICH MEMORIAL SCHOLARSHIP was established by the John C. O'Donnell family in memory of Mrs. O'Donnell's mother for a deserving student of the School of Hotel Administration, with preference to be given to those whose residence is either Buffalo, New York, or Dallas, Texas.

THE DONALD M. BILES SCHOLARSHIP was established in recognition of the voluntary service on the faculty of Mr. Donald M. Biles of Skytop Lodge, Pennsylvania. Preference will be given to students expressing an interest in resort management.

THE DUBOIS CHEMICALS SCHOLARSHIP was initiated by a gift of \$500 for award to a student in the School of Hotel Administration.

THE EDWIN S. WEBER SR. SCHOLARSHIP was established by Edwin S. Weber, Jr., in honor of his father. Preference will be given to the sons and daughters of Dutch Pantry associates and, secondarily, to those of the Standard Oil Company of New Jersey.

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THE GREYHOUND FOOD MANAGEMENT SCHOLARSHIP was initiated with an unrestricted donation of \$1,000 from Greyhound Food Management, Inc., Henry A. Montague, president.

THE DEWEY MacLAIN SCHOLARSHIP was established by the will of Mr. MacLain for scholarship to needy and deserving students in the School of Hotel Administration. Mr. MacLain, a Negro waiter and bartender, bequeathed his entire estate of over \$100,000 to the School for this purpose.

THE BARNEY L. ALLIS MEMORIAL SCHOLARSHIP, supported by funds to be provided annually by Mr. and Mrs. Philip Pistilli, formerly of the Hotel Muehlebach in Kansas City, Missouri, was established in memory of the long-time proprietor of that famous hotel.

THE MRS. EDMUND EZRA DAY SCHOLARSHIP was established by Brooke Inns, Inc.—John A. Brooke '57, president; David L. Brooke '50, vice president—in honor of the widow of the fifth president of Cornell University. It is to be awarded to needy students who contribute to the best of their ability to their own support.

THE SONNABEND SCHOLARSHIP was established in memory of Mr. A. M. Sonnabend, founder of the Hotel Corporation of America. In the award preference will be given to members of minority races and to sons and daughters of employees of the Hotel Corporation of America.

THE HOTEL CORPORATION OF AMERICA SCHOLARSHIP, initiated by a donation of \$1,000, will recognize members of minority races and sons and daughters of employees of that corporation.

THE PAUL MASSON VINEYARDS SCHOLARSHIP is to be awarded to worthy students whose scholastic records and personal attributes give promise of future achievement.

THE HOSPITAL FOOD ADMINISTRATORS ASSOCIATION SCHOLARSHIP was established by a donation to the School of \$500 representing honoraria due speakers at a Hospital Food Administrators Association workshop.

WINEGARDNER-HAMMONS OPERATIONS INC. SCHOLARSHIP was established by a gift of \$500 to be awarded to a student with a demonstrated interest in innkeeping. The firm owns and operates Holiday Inn franchises.

THE AMERICAN HOTEL & MOTEL ASSOCIATION SCHOLARSHIP of \$500 provides financial aid to needy students of the School of Hotel Administration.

THE A. L. MATHIAS SCHOLARSHIP was established by George D. Mathias '58, in honor of his father and is to be awarded to worthy students in the School.

A scholarship donated by DISTINGUISHED HOTELS OF THE WORLD—ROBERT F. WARNER, INCORPORATED, provides financial aid to needy students of the School.

THE CINI-GRISSOM ASSOCIATES SCHOLARSHIP was established by an initial grant of \$500 for award, where possible, to a worthy and needy student whose major area of interest is the food facilities engineering field.

THE HOST INTERNATIONAL SCHOLARSHIP was initiated by a gift of \$1,000 to be used for scholarship aid at the discretion of the Dean of the School.

THE NEVELE COUNTRY CLUB SCHOLARSHIP, an unrestricted gift of \$500 from Charles A. Slutsky, is to be awarded at the discretion of the Dean of the School.

THE WESTERN INTERNATIONAL HOTELS HARD CORPS SCHOLARSHIP provides financial assistance to students who are interested in actual hotel management.

THE NESTLE'S CATERING SERVICE SCHOLARSHIP, an initial gift of \$1,000, is available to students from Australia in the School of Hotel Administration.

Scholarships Awarded by Other Agencies

The following scholarships, open to students or prospective students in the School of Hotel Administration at Cornell University, are awarded by the agencies indicated. The special procedures for applying should be noted.

THE H. J. HEINZ COMPANY will present each year to qualified students finishing their freshman year in courses of study leading to degrees in institutional food service management five scholarships of \$1,500 each, payable at \$500 per year over a three-year period; and also matching payments for summer employment up to \$500 a year following the freshman, sophomore, and junior years. Applicants will be judged on scholastic ability, aptitude and interest in the food service field, leadership, character, professional potential, and financial need. Applications should be filed not later than March 31 with Dr. Chester G. Hall, Director of Education, National Restaurant Association, 1530 North Lake Shore Drive, Chicago, Illinois 60610.

THE ARTHUR L. ROBERTS MEMORIAL SCHOLARSHIP FUND was established in memory of the late Arthur L. Roberts, who for many years was one of the country's outstanding hotelmen. The scholarship, awarded to a student enrolled in the School of Hotel Administration at Cornell, will provide a maximum of \$2,000 per year for four years. This award is open to applicants who are residents of the state of Minnesota, or to a child or grandchild of a former employee of Mr. Roberts or of the Arthur L. Roberts Hotel Company. Awards are made by a selection committee appointed by the trustees of the fund.

FOOD SERVICE EXECUTIVE ASSOCIATION SCHOLARSHIP GRANTS for the purpose of assisting deserving individuals to receive food service management training beyond the high school level must be applied for through a chartered branch of that organization. Grants are in amounts of not less than \$250 nor more than \$500, the amount of the award depending on the need for financial assistance and the amount of funds available for scholarship purposes. Deadline for receipt of applications is March 1. For information and applications contact Food Service Executives Association, Inc., 815 Anthony Wayne Bank Building, Fort Wayne, Indiana 46802.

Grants and Assistantships

In addition to the scholarships named above, Hotel students are eligible for the general University scholarships (see the section above concerning application for the various scholarships). These include the Cornell National Scholarships, carrying ranging values, the University Undergraduate Scholarships, and the State of New York Scholarships, open to New York State residents.

Loans

Loans to promising students in need of assistance have been made possible by gifts to the University. It is a general policy to grant loans only to students who have completed at least one term at Cornell. Application should be made at the Office of Scholarships and Financial Aid, Day Hall.

Short-term loans in small amounts may be arranged through the secretary of the Cornell Society of Hotelmen, Statler Hall W-104.

Ye Hosts, recognition society of the School of Hotel Administration, also has established a loan fund for students in need of temporary financial assistance.

THE RAYMOND M. CANTWELL LOAN FUND was established by Mr. Cantwell '52, with a check of \$1,500 he received as winner of an Idea Bank Contest conducted by Admiral Sales Corporation. The money is available on easy terms.

THE BARNEY L. ALLIS-LOUIS AND DOROTHY KOVITZ SCHOLARSHIP LOAN FUND was established by Dr. and Mrs. Louis Kovitz and Mrs. Susi Allis Kohan, relatives of one of America's distinguished hotel men, as a lasting and fitting tribute to the memory of Barney L. Allis, long-time proprietor of the Hotel Muehlebach in Kansas City, Missouri.

THE DR. V. ALLEN CHRISTIAN STUDENT LOAN FUND was established with an initial gift of \$1,000 from Professor V. A. Christian in memory of his father. Loans are to be made to worthy students in the School of Hotel Administration who are in need of funds for a short period of time.

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THE GROHMANN SCHOLARSHIP AND LOAN FUND in the initial amount of \$25,000 was established by the H. Victor Grohmann family for worthy and needy undergraduate or entering Cornell University students. Loans are to be made on a short term basis at no interest, preference to be given to students in the School of Hotel Administration, varsity athletes, fraternity men, sorority women, and foreign students.



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